Using Implementation Science to Support the Prevention of Substance Use in Ireland

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Collaborative for
Implementation
Practice

UNC SCHOOL OF SOCIAL WORK

Session Objectives

At the end of this session, participants will be able to:

- Define implementation science

- Describe elements of contextual fit for prevention practices

- Discuss the importance of trusting relationships in implementation

- Understand the importance of tailoring implementation strategies
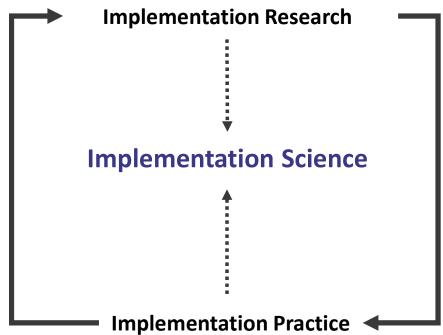
Implementation Science

Implementation science is the study of the factors that lead to uptake, scale and sustainability of practices, programs and policies with evidence behind them.

The fundamental goal of implementation science is to improve the outcomes of those being served.

Implementation Research

Implementation Science

Implementation Practice

Implementation Research

Models, Theories and Frameworks

- Implementation research often focuses on models, theories and frameworks that identify the relationships between context, innovation components, implementation strategies, and desired outcomes

- They serve as structuring and sensemaking tools to achieve implementation activities such as designing programs, selecting strategies, and planning for implementation and sustainability

(Kahn and Metz, under review)

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Process models are steps and stages of translating research into practice.

Theories provide understanding and/or explanation of aspects of implementation.

Frameworks describe factors that are believed or found to influence implementation outcomes.

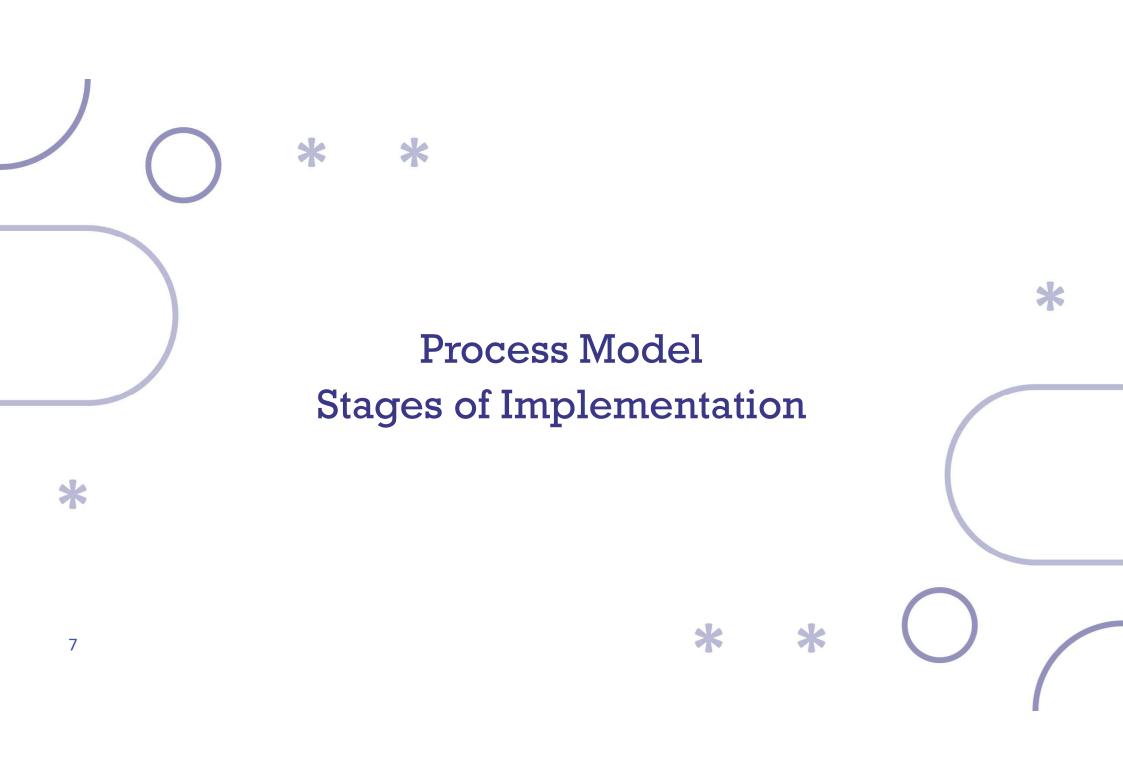(Nilsen, 2015)

Implementation Outcomes

Acceptability

Adoption

Appropriateness

Cost

Feasibility

Fidelity

Reach

Sustainability

(Proctor et al., 2011)

IMPLEMENTATION RESEARCH

Process Model
Stages of Implementation

Implementation Stages

- Assess needs and assets
- Examine fit and buy-in for potential stages

Acceptability & Appropriateness

- Consistent delivery
- Assess outcomes
- Continue to improve and innovate

Sustainability

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Exploration

Installation

Full Implementation

Initial Implementation

- Assure resources are available for implementation
- Develop supports

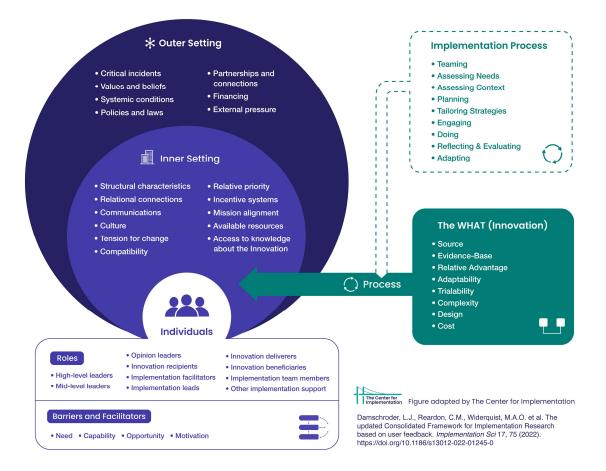*Adoption*

- Initiate workstreams
- Use data to improve implementation strategies

Feasibility, Reach, Cost, & Fidelity

Example: Determinate Framework
Consolidated Framework for Implementation 2.0

Consolidated Framework for Implementation Research (CFIR) 2.0

✳ Outer Setting

- Critical incidents
- Values and beliefs
- Systemic conditions
- Policies and laws
- Partnerships and connections
- Financing
- External pressure

🏢 Inner Setting

- Structural characteristics
- Relational connections
- Communications
- Culture
- Tension for change
- Compatibility
- Relative priority
- Incentive systems
- Mission alignment
- Available resources
- Access to knowledge about the Innovation

Individuals

Roles

- High-level leaders
- Mid-level leaders
- Opinion leaders
- Innovation recipients
- Implementation facilitators
- Implementation leads
- Innovation deliverers
- Innovation beneficiaries
- Implementation team members
- Other implementation support

Barriers and Facilitators

- Need
- Capability
- Opportunity
- Motivation

Implementation Process

- Teaming
- Assessing Needs
- Assessing Context
- Planning
- Tailoring Strategies
- Engaging
- Doing
- Reflecting & Evaluating
- Adapting

The WHAT (Innovation)

- Source
- Evidence-Base
- Relative Advantage
- Adaptability
- Trialability
- Complexity
- Design
- Cost

Process

The Center for Implementation | Figure adapted by The Center for Implementation

Damschroder, L.J., Reardon, C.M., Widerquist, M.A.O. et al. The updated Consolidated Framework for Implementation Research based on user feedback. *Implementation Sci* 17, 75 (2022). https://doi.org/10.1186/s13012-022-01245-0

CFIR 2.0

- **Innovation** – e.g., complexity, evidence base
- **Outer setting** – e.g., local attitudes, policies, financing
- **Inner setting** – e.g., culture, resources, tension for change
- **Individuals involved** – e.g., capability, opportunity, motivation
- **Process** – e.g., needs assessment, planning, reflecting

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(Damschroder et al., 2022)

Approach to Implementation Science

The use of specific theories, frameworks, models and strategies with evidence that can support effective, equitable and sustainable implementation;

The use of 'practical implementation science' which refers to the translation of theories, models, and frameworks into user friendly tools and resources.

The development of specific competencies that support the relational work of implementation, which requires trust, psychological safety and co-creation.

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Implementation Practice
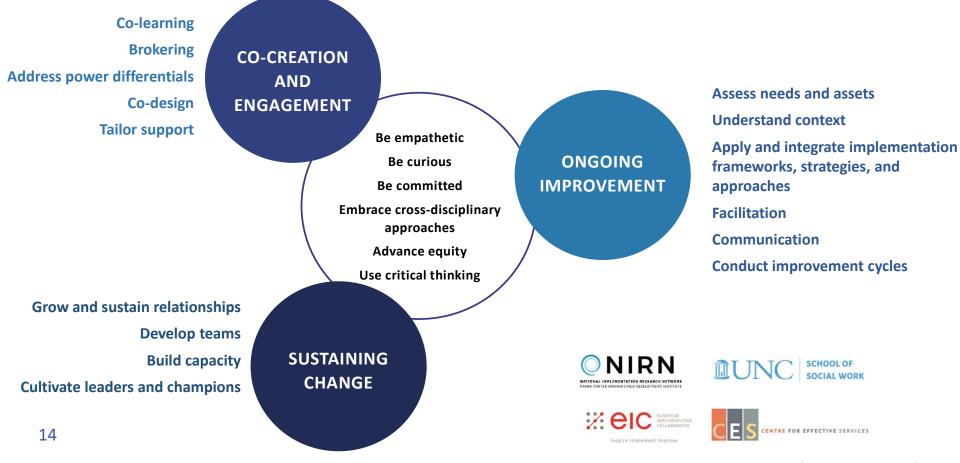
Implementation Support Practitioner Competencies

CO-CREATION AND ENGAGEMENT

Co-learning
Brokering
Address power differentials
Co-design
Tailor support

Be empathetic
Be curious
Be committed
Embrace cross-disciplinary approaches
Advance equity
Use critical thinking

ONGOING IMPROVEMENT

Assess needs and assets
Understand context
Apply and integrate implementation frameworks, strategies, and approaches
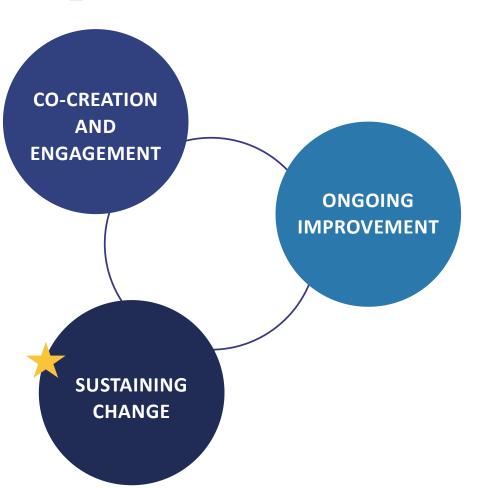Facilitation
Communication
Conduct improvement cycles

SUSTAINING CHANGE

Grow and sustain relationships
Develop teams
Build capacity
Cultivate leaders and champions

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NIRN
NATIONAL IMPLEMENTATION RESEARCH NETWORK
FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

UNC SCHOOL OF SOCIAL WORK

eic EUROPEAN IMPLEMENTATION COLLABORATIVE
Inspire Implement Improve

CES CENTRE FOR EFFECTIVE SERVICES

(Metz et al., 2020)

Co-creation and Engagement Competencies
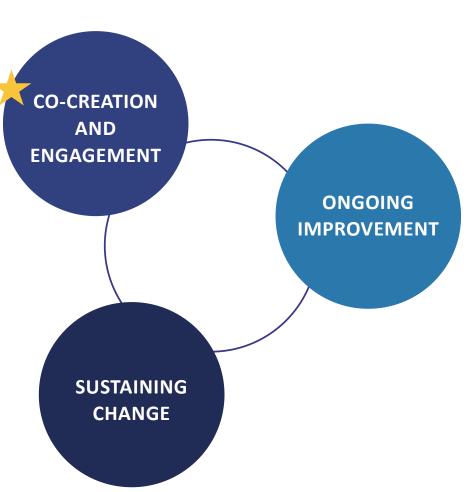
Co-learning

Brokering

Address power differentials

Co-design

Tailor support

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Ongoing Improvement Competencies

Assess needs and assets

Understand context

Apply and integrate implementation frameworks, strategies, and approaches

Facilitation

Communication

Conduct improvement cycles

CO-CREATION AND ENGAGEMENT

ONGOING IMPROVEMENT

SUSTAINING CHANGE

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Sustaining Change Competencies

Grow and sustain relationships

Develop teams

Build capacity

Cultivate leaders and champions

CO-CREATION AND ENGAGEMENT

ONGOING IMPROVEMENT

SUSTAINING CHANGE

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Understanding Context
Selecting Good Fit Practices

Role of Context in Implementation Practice

Contextual fit is the match between the strategies, procedures, or elements of an intervention and the values, needs, skills, and resources of those who implement and experience the intervention.

(Horner et al., 2014)

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- Involve diverse partners

- Use multiple methods and data sources

- Improve implementation and sustainability potential

Group Discussion

What contributes to a strong contextual fit between a program/practice and where and with whom it is implemented?

The Hexagon Tool

SUPPORTS
- Expert assistance
- External resources for implementing sites

NEED
- Identification of focus population and subpopulations
- Use of multiple data sources and disaggregated data to understand needs and assets
- Community perception of needs and assets

EVIDENCE
- Outcome, fidelity and cost effectiveness data
- Strength of evidence: for whom and in what conditions

CAPACITY
- Implementation costs
- Resources needed and available for implementation

USABILITY
- Well-defined program
- Adaptations for context and populations

FIT
- Fit with community values, culture and history
- Impact on other initiatives
- Alignment with other priorities of the implementing site

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The Role of Trust in Evidence Use

Why is Trust Important?

- Trust is the cornerstone for effective partnerships. Trust engenders faith that partners can rely on each other to come through on agreements and to understand – and even anticipate – each other's needs and interests.

(Tseng, Easton, & Supplee, 2017)

- Implementation relies on collaborative learning, taking risks, and failing forward. At the center of this is vulnerability and trust.

(Dovey, 2009)

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Group Discussion
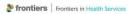
How do you know when you have built trust with partners?

Evidence of a Trusting Relationship

- Transparency

- Mutuality

- Comfort asking for help

- Sharing information

- Capacity to stay in difficult situations

Authenticity, vulnerability, and empathy

"This paper presents a theory of change that articulates (a) proposed strategies for building trust among implementation stakeholders and (b) the theoretical linkages between trusting relationships and implementation outcomes. The theory of change describes how trusting relationships cultivate increases in motivation, capability, and opportunity for supporting implementation among implementation stakeholders, with implications for commitment and resilience for sustained implementation, and ultimately, positive implementation outcomes. Recommendations related to the measurement of key constructs in the theory of change are provided. The paper highlights how the development of a testable causal model on trusting relationships and implementation outcomes can provide a bridge between implementation research and implementation practice."

(Metz et al., 2022)

Theorized Outcomes of Trust

- Building trusting relationships can increase partners' sense of **capability.**

- Building trusting relationships can build **intrinsic motivation** for supporting implementation work.

- Partners create **opportunities** to work together.

- Trusting relationships support **communication, coordination, and collaboration**, which results in denser networks and closer relationships among partners.

- **Cohesion** among partners produces **commitment and resilience** in the face of implementation challenges.

- Implementation efforts are **sustained and continuously improved.**

Improved and equitable outcomes for children and families

Relational and Technical Strategies

- **Relational strategies** are defined as strategies undertaken to build trust through strengthening the quality, mutuality, and reciprocity of interactions among team members.

- **Technical strategies** are defined as strategies undertaken to build trust through demonstrating the knowledge, reliability, and competency to support the goals of the team.

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The proposed theory of change outlines the starting point for trust building as *addressing power differentials* among implementation team members and partners *through co-creation and humility*.

Group Discussion

How are you building authentic trust with your partners?

Relational Strategies

- Vulnerability

- Authenticity

- Bi-directional communication

- Co-learning

- Empathy-driven exchanges

Technical Strategies

- Frequent interactions
- Responsiveness
- Demonstration of expertise
- Achievement of quick wins

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Research-Based Outcomes of Trust Building Strategies

- Fostered a **positive affective response** and provided **opportunity** to **share emotions**

- Deepened **trusting relationships** on the team and **empathy** among team members

- Increased **self-awareness** and roles in contributing to positive implementation environment

- Created **psychological safety**

- Promoted a **culture of learning and data use**

- Energized and **motivated** team members

- Increased sense of **commitment** and **capability** to move implementation forward

Selecting and Tailoring Implementation Strategies

Implementation Strategies

Implementation strategies can be defined as methods or techniques used to enhance the adoption, implementation, and sustainability of a clinical program or practice.

- **Discrete** – Single action or process (e.g., reminders, audit and feedback, supervision)

- **Multifaceted** – Combination of multiple discrete strategies (e.g., training + consultation), some of which have been protocolized and branded

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(Powell et al., 2015)

Strategies Compilation

Plan strategies	• Assess readiness • Identify champions

Educate strategies	• Educational meetings • Shadow clinicians

Finance strategies	• Alter incentives • Place on formulary

Restructure strategies	• Change systems • Revise roles

Quality mgmt. strategies	• Audit and feedback • Clinical supervision

Policy context strategies	• Change requirements • Change liability laws

(Powell et al., 2017)

Implementation Outcomes

Acceptability   Feasibility

Adoption   Fidelity

Appropriateness   Reach

Cost   Sustainability

(Proctor et al., 2011)

Mechanisms of Change
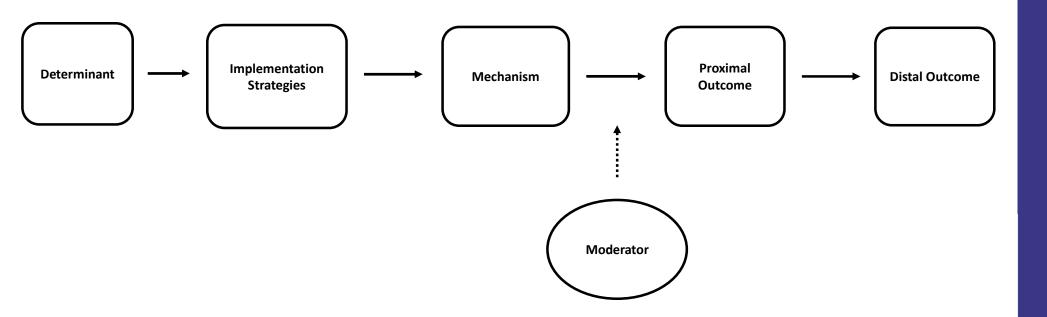
Table 1 Examples of links between determinants, implementation strategies, mechanisms and implementation outcomes

Determinant	Implementation strategy	Mechanism	Implementation outcome
Provider knowledge deficit	Education (provision of information)	Awareness-building, knowledge-acquisition	Feasibility, acceptability, appropriateness, adoption
Provider skill deficit	Training (teaching and practice with corrective feedback)	Skill acquisition, refinement, mastery	Fidelity to EBP
Provider views EBP unfavourably	Audit and feedback provision of descriptive social norms indicating peer use of EBP	Social pressure/norms	Adoption
Turnover	Train-the-trainer	Real-time training and consultation	Sustainability
Competing clinical demands	Leadership training	Growing leadership support/ perseverance	Adoption, sustainability

EBP, evidence-based practices.

(Lewis et al., 2021)

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Mechanisms of Change

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│              │      │ Implementation│      │              │      │   Proximal   │      │              │
│  Determinant │ ───► │  Strategies  │ ───► │  Mechanism   │ ───► │   Outcome    │ ───► │ Distal Outcome│
│              │      │              │      │              │      │              │      │              │
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(Lewis et al., 2018)

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Mechanisms of Change

Determinant	→	Implementation Strategies	→	Mechanism	→	Proximal Outcome	→	Distal Outcome
Practitioners report the prevention practice is complex to use with families		Fidelity check in for practitioner		Awareness of practice skills for practitioner		Practitioner commits to improving aspects of practice not reaching fidelity; supervisor develops plan to support practitioner in achieving practice goals		Improved fidelity to prevention practice

Moderator

Quality of practitioner relationship with supervisor

(Lewis et al., 2018)

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Mechanisms of Change

Determinant	→	Implementation Strategies	→	Mechanism	→	Proximal Outcome	→	Distal Outcome
Polices do not ensure access to mental health services that can support early intervention		Policies that increase access and early intervention for people at risk of substance misuse		Increased knowledge and awareness of accessible services		Increased referrals to services for at risk population		Improved reach to focus population

Moderator

Communication to referral sources for available services
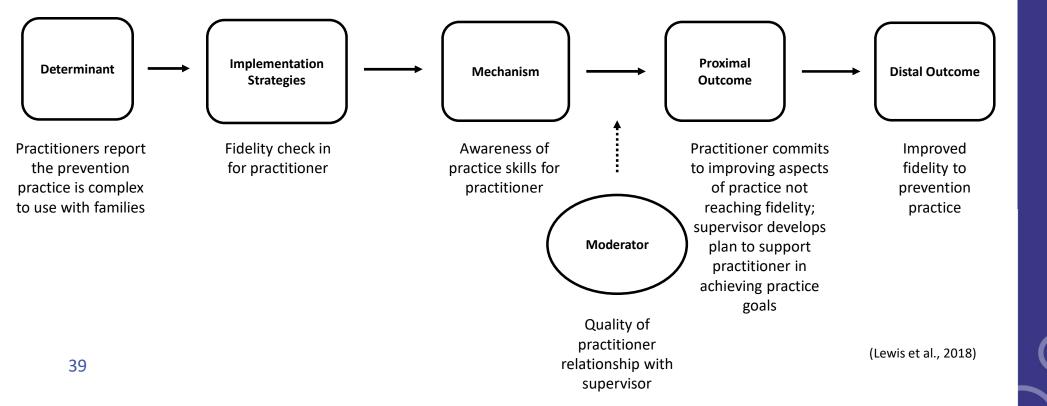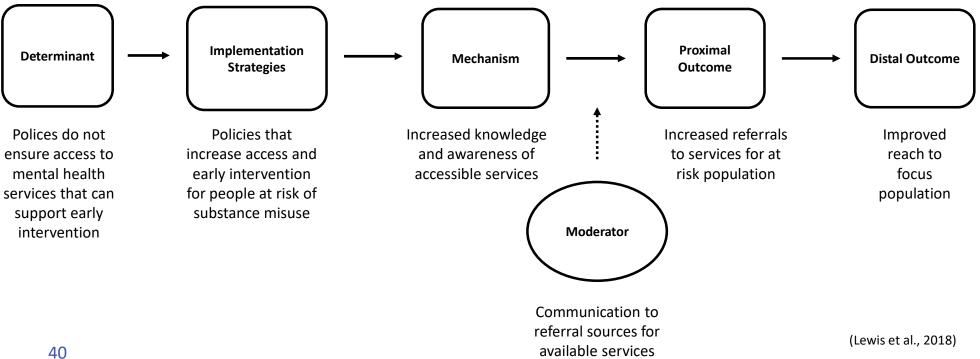
(Lewis et al., 2018)

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ISP Competencies & Implementation Strategies

Implementation strategies alone are insufficient to understand the breadth and depth of the skills that ISPs require in providing implementation support.

Implementation strategy selection and use requires the integration of multiple stakeholder perspectives, the identification of crucial barriers to implementation, or the assessment of available resources for strategy development.

The work of ISPs must account for the dynamic and highly relational nature of policy and practice implementation involving multiple layers of context and differing norms and values among stakeholders.

(Albers et al., 2020)

Small Group Activity

Looking Ahead…

- In your experience, what implementation determinants should we pay attention to related to implementation of prevention practices for substance misuse?

- What strategies might work best to address these determinants?

- How will we know these strategies had their intended benefit?

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