

## Introduction to Implementation Science



Michelle A. Duda, Ph.D., BCBA-D

WHY:

# 51,285



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## Number of Children Served

	2013-2014	2014-2015	2015-2016	2016-2017
Total children referred who received an evaluation	43,753 (+880)	47,610 (+3,857)	48,194 (+584)	51,285 (+3,091)
Number of children with an Individualized Family Support Plan (IFSP)	26,265 (+2,270)	27,445 (+180)	31,019 (+3,574)	31,902 (+883)



WHY: We have a shared goal



Improve Outcomes for ALL infants and toddlers with disabilities and developmental delays and their families



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## WHY Should We Pay Attention to Implementation Science?

We Know this  
**Fact:**



Infants/Toddlers Can Not  
Benefit from Interventions they  
Never Receive



## We Know this Fiction:

**Good Science Leads to Good Practice**

## We Experience Common Challenges

- Competing Demands/Mandates
- Too many initiatives
- Misinterpreted Policies
- Not enough time/staff/resources
- Lack of clarity on expectations
- Mismatched leadership
- Fear, lack of trust
- “Change fatigue”



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## We Want to Sustain What Works

### THE “FLORIDA RULE”:

If everyone on the FICCIT council retired tomorrow, would:

- 1) The important “work” you are doing sustain?
- 2) Who would continue the “work”?
- 3) How would they know what to do?



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## A Solution: Formula for Success



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## WHAT Is Implementation Science?

## Bridging the Gap

Implementation Science offers a pathway from:

- Policy to Practice
- Research to Practice
- Practice to Sustainability



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# Implementation Science

“Implementation science is the systematic study of variables and conditions that lead to full and effective use of evidence-based programs and other effective innovations in typical human service settings.”

Blase and Fixsen, 2010  
National Implementation Research Network



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# A Different Active and Applied Approach

- **Letting it happen**
  - Recipients are accountable
- **Helping it happen**
  - Recipients are accountable
- **Making it happen**
  - Purposeful and proactive use of implementation practice and science
  - Implementation Teams are accountable

Based on Hall & Hord (1987); Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou (2004);  
Fixsen, Blase, Duda, Naoom, & Van Dyke (2010)



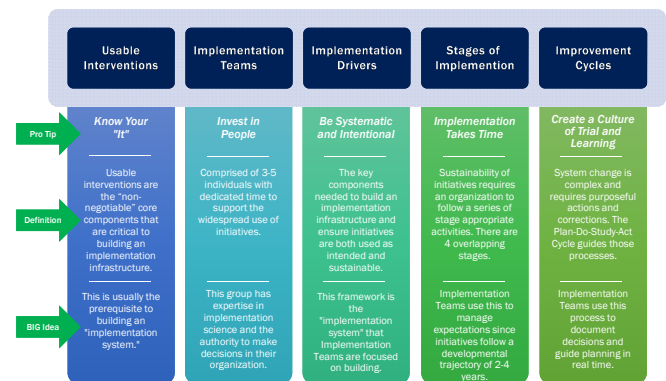
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## Deconstructing “Making it Happen”

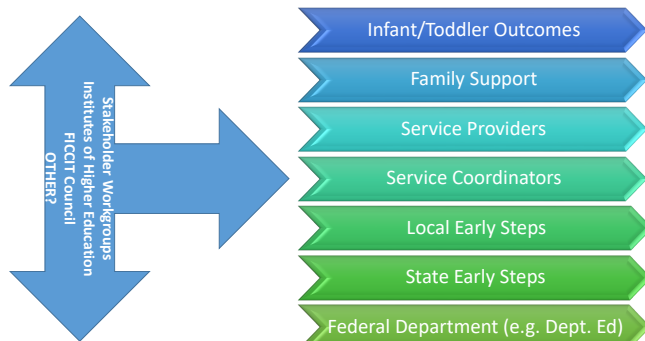
## Applied Implementation Science

# Active Implementation Frameworks



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# How: Create Alignment



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# How: Use Common Tools, Processes and Structures



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## ROADBLOCK: Communication



Language is one of the biggest barriers to collaboration and consensus

## Solution: Use a Common Language



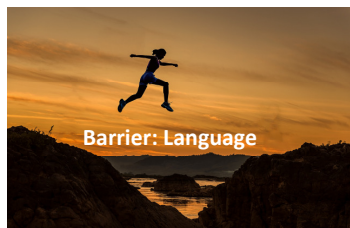
### Glossary of Terms

- EBP
- Intervention
- Child Outcome System
- ESSO
- LES
- Stakeholder
- Service Coordinator
- OSEP
- SSIP
- Risk-taker
- Other?



What are some “terms” that made you or your team get stuck?

## Our Solution So Far



- May 2018- ESSO Leadership began developing a Glossary of Terms
- June 2018-Early Steps Stakeholder Workgroups added to a shared Glossary of Terms

## ROADBLOCK: We don't know our “it”



Defining core elements of the initiatives is essential to supporting implementers, replicating successful processes and scaling up efforts—However in practice that is not so easy.



### Solution: Know your “It”

Active Implementation Framework #1

## Usable Intervention Framework

*Usable interventions are the “non-negotiable” core components that are critical to building an implementation infrastructure*

## “Usable” Intervention Criteria

1. Clear **description** of the program
2. Clear **essential functions** that define the program
3. **Operational definitions** of essential functions (practice profiles; do, say)
4. Practical **performance assessment** (a measure of fidelity)



## Action Plan: Is your “It” clearly defined? How is “It” documented?



## How Do We Make Sure We “Know Our IT”?



### Elevator Pitch Practice Profiles

## What is your “IT”?



### “Elevator Pitch”

## “ELEVATOR PITCH”

How would you articulate why the “IT” matters in 2 min or less?

- ✓ Helps communicate “IT” to stakeholders
- ✓ Builds common vision across team
- ✓ Creates alignment of messaging
- ✓ Helps ensure common goal



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### Elevator Pitch Activity

**Purpose:**  
Can you describe your “IT” in 2 minutes or less? This activity is designed to help teams effectively describe the targeted evidence-based program practice, innovation, or system change event (“IT”) to any stakeholder. This process will help document and create an “Elevator Pitch” that can be used and improved over time.

**Let’s Try It! Scenario:**

- You find yourself in an elevator with Bill Gates (or your favorite wealthy philanthropist).
- He/she asks what initiative your school is working on and you provide him/her with a **brief, clear, focused and compelling** answer.
- What will you say?

**Step 1: Individually, write down your 2 minute “Elevator Pitch.”**

**My Elevator Pitch:**

**Step 2: Share your “Elevator Pitch” with your team.**

What did you learn from hearing other pitches?

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## Duties of Florida Interagency Coordinating Council for Infants and Toddlers (FICCIT)

- Identification of sources of fiscal and other support for early intervention service programs under Part C of the Individuals With Disabilities Education Act (IDEA);
- Assignment of financial responsibility to the agency;
- Promotion of methods for intra-agency and interagency collaboration regarding child find, monitoring, financial responsibility, provision of services, and transition;
- Preparation of applications under Part C of IDEA including amendments;
- Transition from Early Steps to the state education agency; and,
- Annual Report on the status of early intervention services for infants and toddlers with disabilities and their families.



## Try It!: Elevator Pitch-DRAFT 1

### Part 1: Individually

- 1) What is the “work” of FICCIT? Write it down
- 2) Who are the beneficiaries?
- 3) Why is “IT” important?

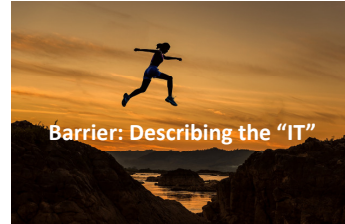
### Part 2: As a Team

- 1) Refine your “Pitch”

Part 3: Share with the large group-BE CREATIVE



## Our Solution So Far



- May 2018- ESSO Leadership began drafting an “Elevator Pitch” that reflects the work of Early Steps State Office
- June 2018-Early Steps Stakeholder Workgroups began drafting an “Elevator Pitch”

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## ROADBLOCK: Current Systems



A challenge with a large and complex systems, is that parts of the system may be:

- person dependent
- fragmented
- inefficient
- don't lead to expected outcomes

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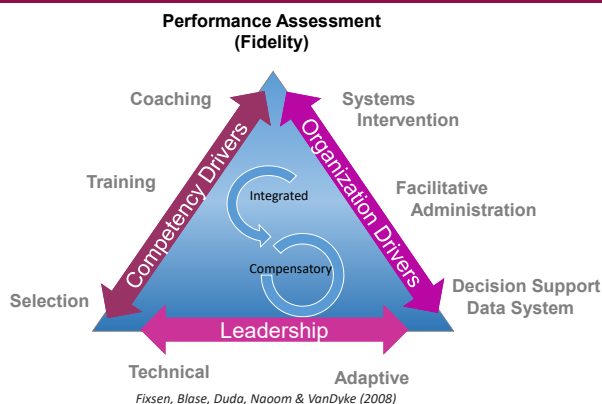
### Solution: Be Systematic and Intentional

Active Implementation Framework #2

### Implementation Drivers

*Common features of successful supports to help make full and effective use of a wide variety of innovations. The Drivers Framework is organized around 1) building staff competence; 2) organization structures and 3) leadership.*

## Implementation Drivers



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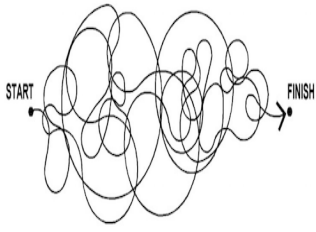


### Solution: Invest in People

Active Implementation Framework #3

### Implementation Team Framework

*Accountable for ensuring that all staff are supported in implementing the program with fidelity and that the system is facilitating this new way of work*



## Solution: The Implementation Process is Not Linear

Active Implementation Framework #4

### Stages of Implementation

*Implementation is a mission-oriented process that typically takes 2-4 years and involves multiple decisions, actions and corrections*



**Solution: Create a Culture or Trial and Learning**  
Active Implementation Framework #5

### Improvement Cycles

*Purposeful processes of initiating and managing changes*

### Create a Culture of Trial and Learning

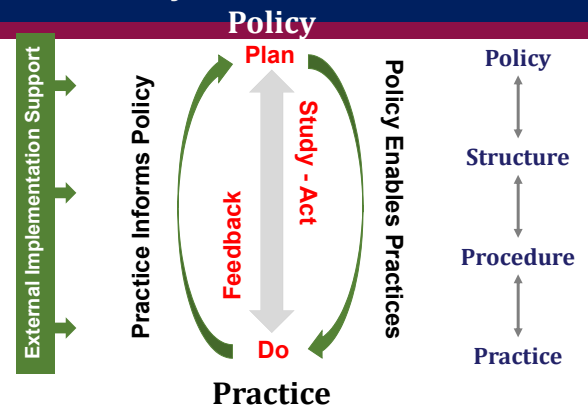


<b>PLAN</b>	Determine a plan for implementing the change idea or project
<b>DO</b>	Actually implement the plan by conducting a test and identify any problems or barriers encountered
<b>STUDY</b>	Evaluate the test results and reflect on what was learned
<b>ACT</b>	Adapt and improve on the change idea based on the feedback from the test cycle

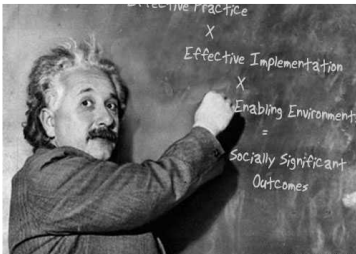
Shewart, 1931, Deming, 1986

Implementation  
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### PEP-PIP Cycle



Implementation  
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### By Applying The Following Strategies...

1. Know your "it"
2. Be Systematic and Intentional
3. Invest in People
4. Implementation Process is Not Linear
5. Create a culture of Trial and Learning



**We can "Make it Happen" in Florida**

**Improve Outcomes for ALL infants and toddlers with disabilities and developmental delays and their families**

## Reflection-NOW What?



What is 1 new “idea” you learned today?

What is 1 “idea” you want to try/apply?

What is 1 “idea” you want to learn more about?

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## Stay Connected

**Dr. Michelle A. Duda**

President and Sr. Board Certified Behavior Analyst

Email: [behaviorhappens@gmail.com](mailto:behaviorhappens@gmail.com)

Web: [www.behaviorhappens.com](http://www.behaviorhappens.com)

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