



Northwest (HHS Region 10)

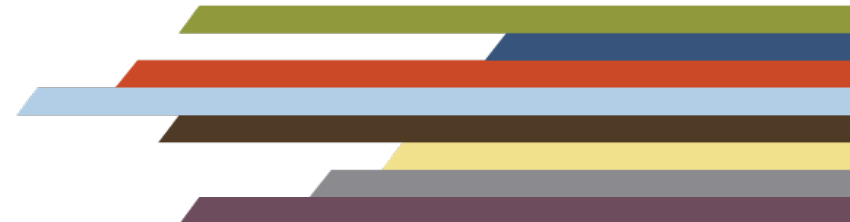
ATTC

Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

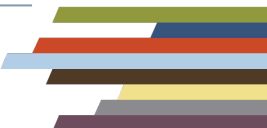
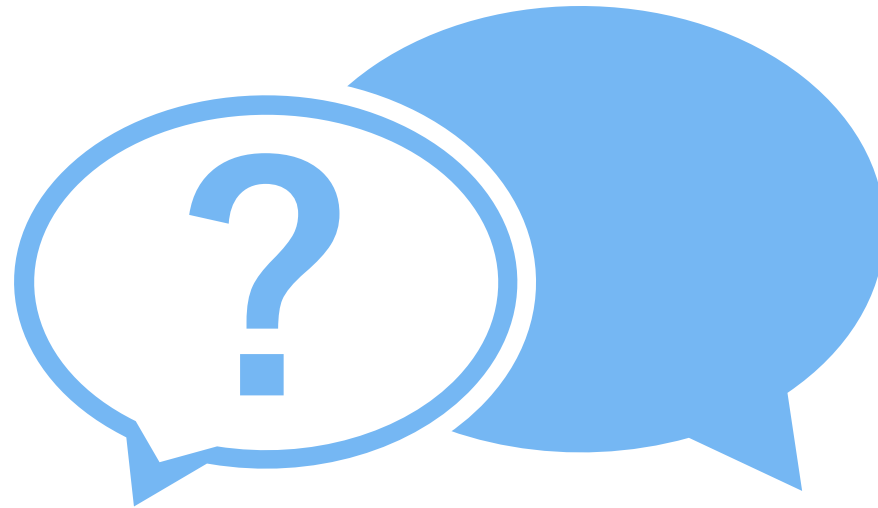
Northwest ATTC presents:
**Getting Started with EBP Implementation:
Exploration Matters**

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The webinar will begin shortly.**

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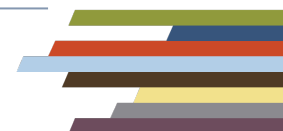




Northwest ATTC presents: **Getting Started with EBP Implementation: Exploration Matters**



Scott Caldwell, Wisconsin Department of Health Services



Learning Objectives

1. Be able to identify 2 reasons why evidence-based practice (EBP) implementation is important.
2. Be able to identify 2 foundations of exploration.
3. Be able to identify 3 steps of exploration.
4. Be able to identify 3 (of 6) domains in the Hexagon Exploration Tool.
5. Consider interest in learning more.

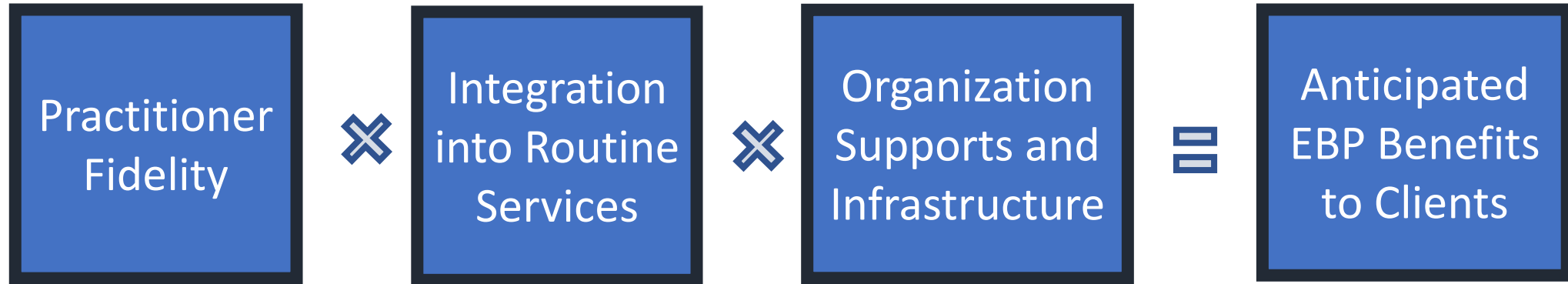
Good News/Bad News

- 100s of EBPs exist
- EBPs improve service outcomes
- Practitioners entering the field are open and willing to learn
- Expertise and resources are increasingly available to organizations that seek EBP uptake and delivery
- 1-3% of provider organizations successfully implement EBPs
(Bruns et al. 2016)

How to explain the low rates of implementation success?

- Lack of appreciation for what EBP implementation requires

EBP Implementation Formula for Success



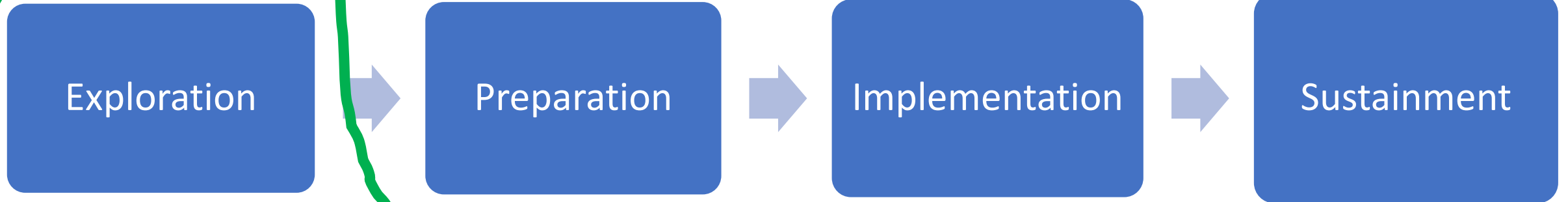
In other words, selected practitioners learn new ways of working in everyday delivery of services in the context of specific, relevant, tailored supports created within the organization. **Implementation represents a highly ambitious project for any organization.**

How to explain the low rates of implementation success?

- Lack of appreciation for what EBP implementation requires
- Single champion
- Train and hope
- Management message: “just do it”
- Reliance on practitioner self-report (Wain et al., 2015)
- Clinical supervision focus on administrative tasks (Schriger et al., 2021)
- Lack of state system-level supports (Van Dyke & Naoom, 2016)

- **Exploration gets skipped**

Implementation is a Stage-Based Process



Information gathering on the front end is critical to inform a decision for later success:
implement an EBP, or not.

Exploration

Foundations:

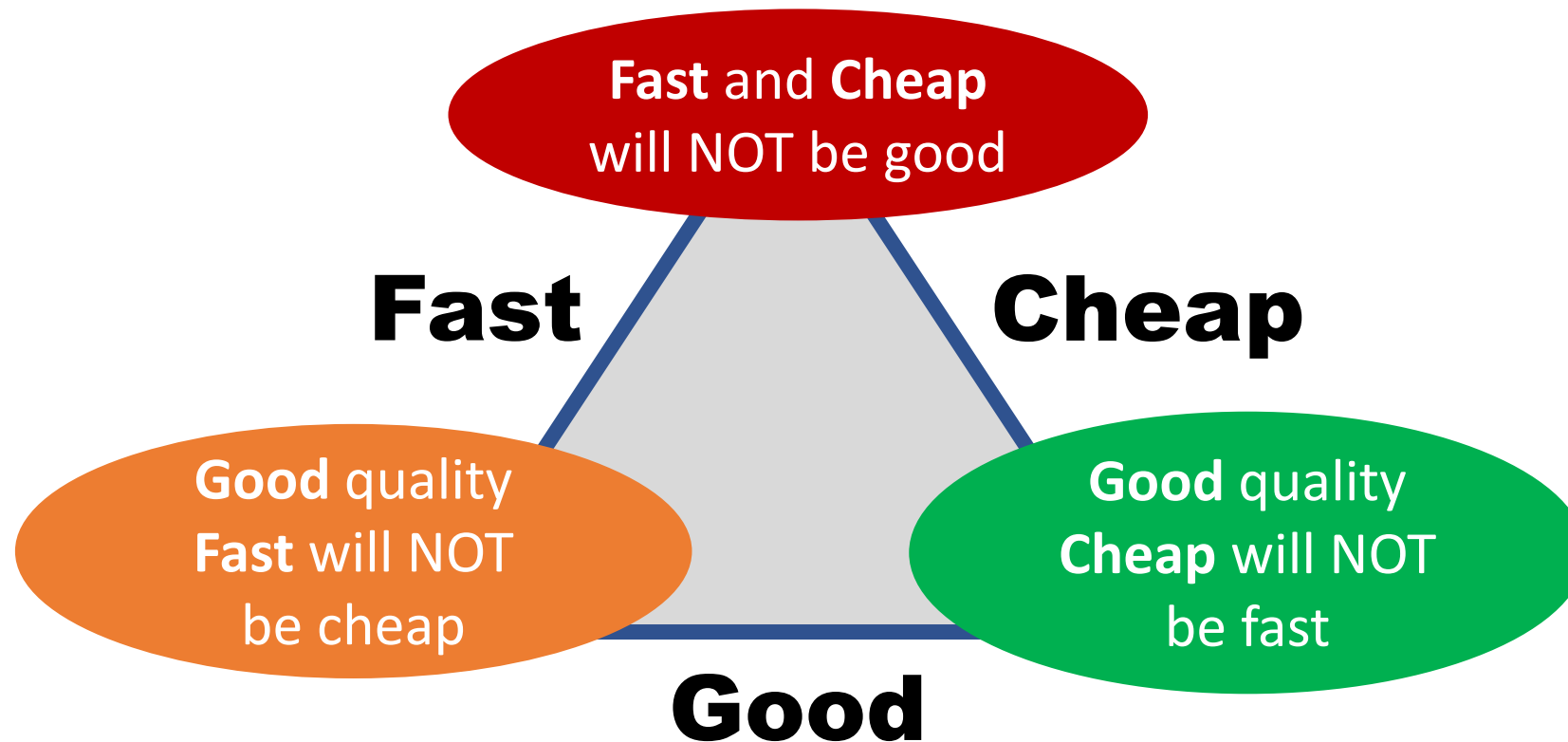
1. Leadership
2. Team approach
3. Information gathering
4. Attend to staff readiness

1. Leadership

- Start with the why: What are your top 2 reasons why implementation is important?

1. Leadership

- Start with the why (Sinek, 2009)
- Good, Fast, & Cheap – pick two!






Source: Wexelblatt's Alogrithm described by Fixsen et al. (2019, p. 273).

Example from the Field: Implementation on the Cheap

- Implementation scientists estimate EBP implementation is a 3-5 year process. A good quality implementation project done “on the cheap” will not be fast (closer to 5-year process).
- Provider organizations often have existing resources that can be allocated toward a good quality implementation project.
- The biggest resource is staff time (team meeting/task completion time; practitioner learning time; supervisor coaching time). Staff time must be protected for a good quality project.

1. Leadership

- Start with the why (Sinek, 2009)
- Good, Fast, & Cheap – pick two (Fixsen et al., 2019)
- Beyond “just do it”

Approach to Innovation (N = 376 organizations)	2-year Outcomes	
	% implementation success	# months to achieve
 Leader Edict ("just do it")	35%	15
 Leader Persuasion ("here's why you should do it")	47%	21
 Implementation Team ("let's get ready to do it")	73%	16

Source: Green & Seifert (2005); Nutt (2001) cited in Fixsen et al. (2013).

1. Leadership

- Start with the why (Sinek, 2009)
- Good, Fast, & Cheap – pick two (Fixsen et al., 2019)
- Beyond “just do it” (Green & Seifert, 2005)
- Empower a team (Metz & Bartley, 2020)
- Consider a consultant/technology transfer specialist
- Humility (Aarons et al., 2017)

Leaders, what are your thoughts or questions so far?

2. Team Approach

- The single champion approach: always well intentioned; rarely effective
- The team approach is much more effective:
 - Shares the work
 - Multiple perspectives
 - Shared decision-making

The implementation team is a critical resource for a provider organization's success

Approach to EBP	Long-term Outcomes	
	% implementation success	# years to achieve
Without implementation team in place (hope EBP happens)	14%	17
With implementation team in place (ensure EBP happens)	80%	3

Source: Fixsen et al. (2005).

Example from the Field: Forming a Team

- Program director reached out to consultant for guidance on implementation; we started with the why.
- Agreement: form a team and work together to explore two EBPs for possible implementation.
- Team membership: director, clinical supervisor, data specialist, practitioner, service participant, and consultant.
- Consultant facilitated initial learning about what it means to be an implementation team and initial steps of exploration.

2. Team Approach

- The single champion approach: always well intentioned; rarely effective
- The team approach is much more effective:
 - Shares the work
 - Multiple perspectives
 - Shared decision-making
- Initial steps of exploration: information gathering
 - Initiative Inventory
 - Hexagon Tool

3. Information Gathering: Initiative Inventory

Initiative Inventory



This tool can be used to guide your team's review of past and current programs to get a clear picture of existing initiatives, mandates, and resource commitments. Information and data collected can be used by the organization when exploring the fit of additional initiatives with current work, guide decision making to make room for new work, and assist with alignment of initiatives.

Date of Inventory:

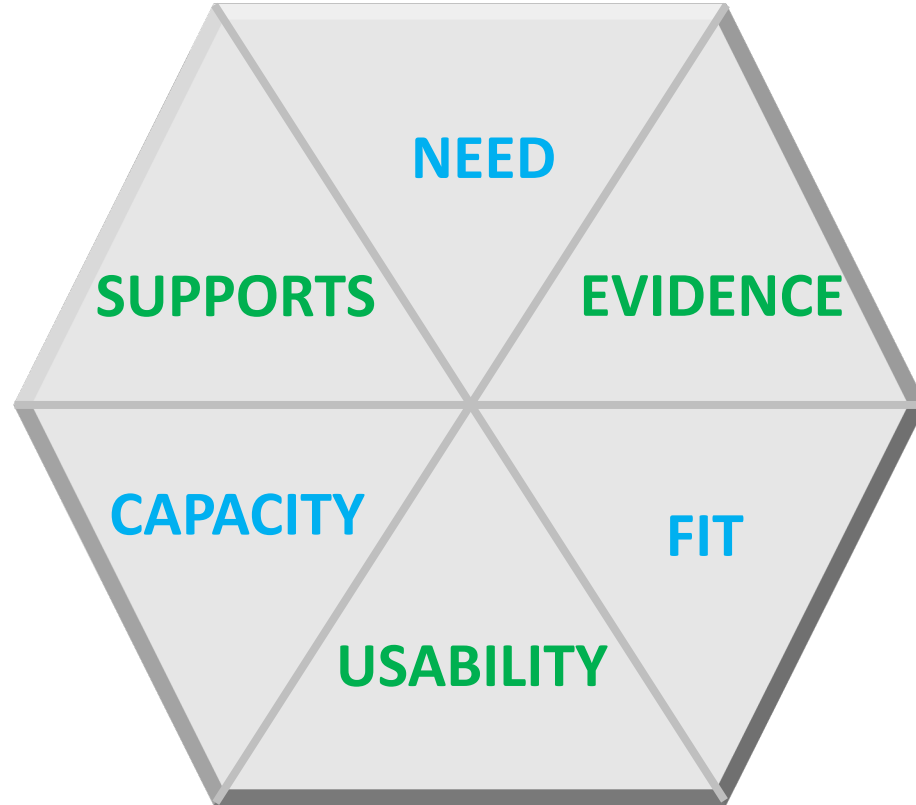
Name of Initiative	Leadership of Initiative (Team and/or Coordinator: Name and Department)	Expected Outcome	Scale of Intended Use (National, regional, targeted population)	Start and End Date	Financial Commitment and Source of Funding (federal, state, grant, or other)	Relation to Organization Priorities & Strategic Plan	Measures of Outcomes	Evidence of Outcomes What has happened thus far?

Team review of the organization's existing initiatives, mandates, and commitments is useful for considering how a potential EBP implementation project might fit (or not).

3. Information Gathering: Hexagon Tool

Program/Practice indicators

Implementation Site indicators



Team gathers detailed information about a potential EBP across 6 domains.

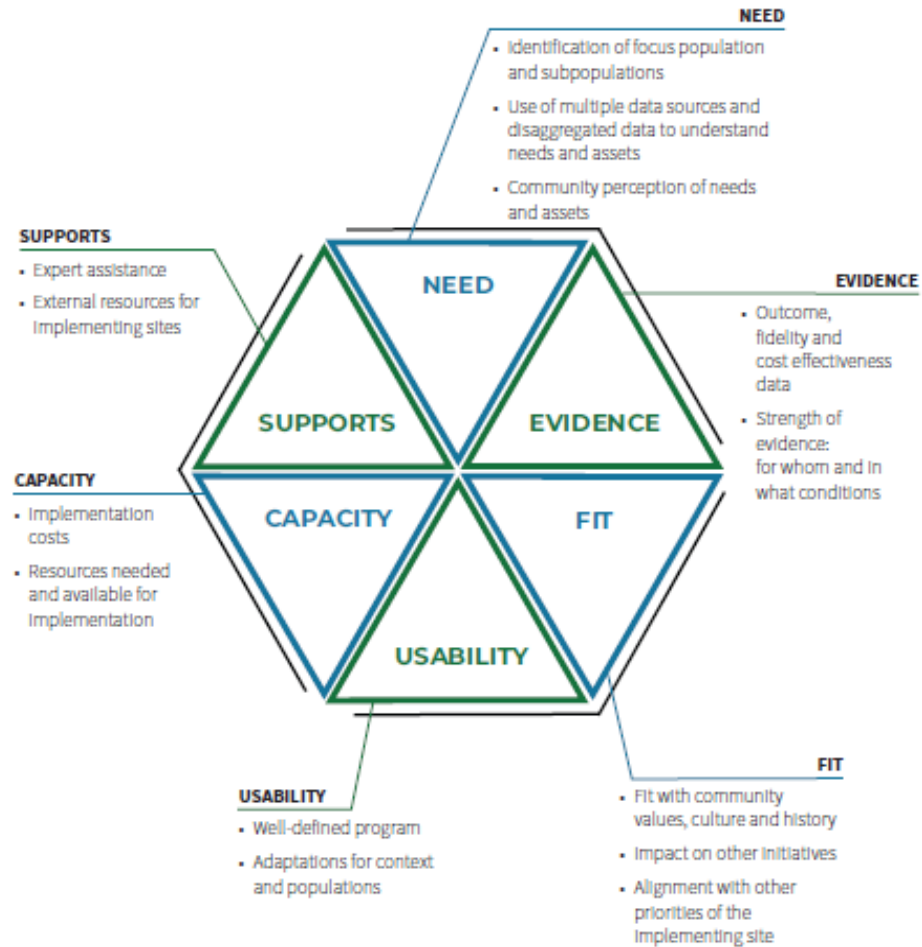
3. Information Gathering: Hexagon Tool

Domain		Example Questions
Implementation Site Indicators	NEED	What is the focus population? What are the needs/root causes? How do members of focus population perceive their needs and what might be helpful? How is the EBP anticipated to meet these needs?
	FIT	How does the EBP fit with org mission, values, priorities, and existing initiatives? How does the EBP fit with needs of the focus population?
	CAPACITY	What are the costs and resources required for implementation: staffing requirements? supervision requirements? administrative policy and procedure supports? new technology? data system?
Program/ Practice Indicators	EVIDENCE	What is the available evidence of effectiveness? Strength of evidence? Studies specific to focus population and setting?
	USABILITY	To what extent are the core features of the EBP clearly described, operationalized, measurable, and assessable in practice? Is there a fidelity assessment of provider behavior? Is there guidance for making adaptations, if needed?
	SUPPORTS	Qualified expert availability for: initial training? ongoing coaching? consultation on administrative/data system supports? What are the start up costs?

Source: Metz & Louison (2018).

The Hexagon: An Exploration Tool

The Hexagon can be used as a planning tool to guide selection and assess the fit and feasibility of potential programs and practices for use. It includes three **program indicators** and three **implementing site indicators**.



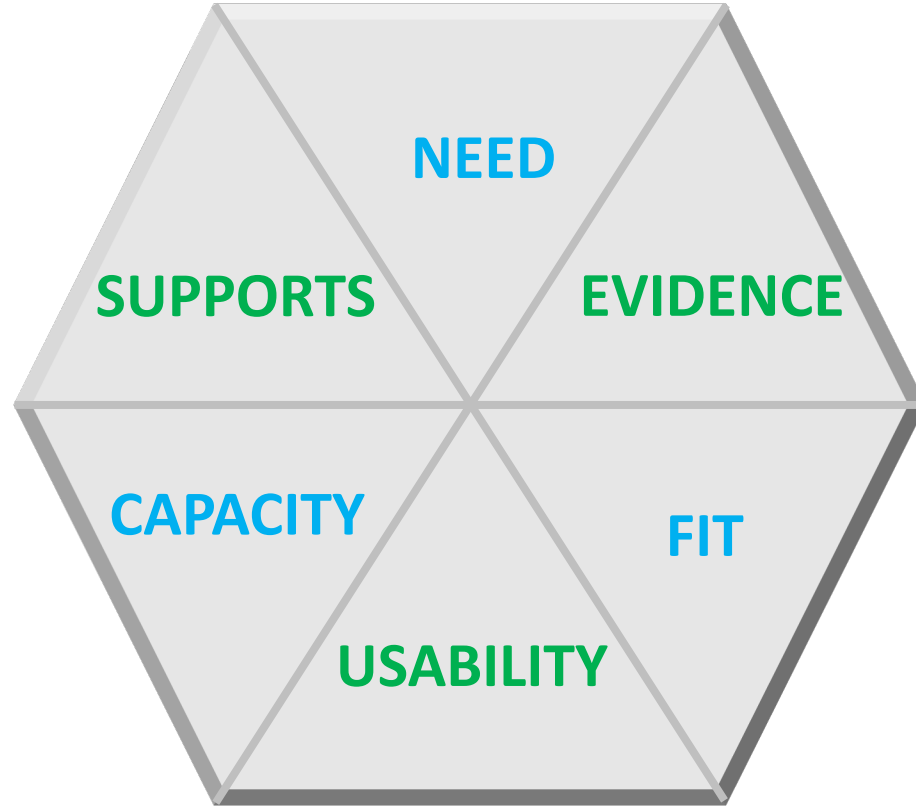
Potential EBPs to explore

Two arrows point from the title to the first and second columns of the table below.

	PROGRAM/ PRACTICE 1	PROGRAM/ PRACTICE 2	PROGRAM/ PRACTICE 3
NEED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EVIDENCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAPACITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPPORTS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Metz & Louison (2018).

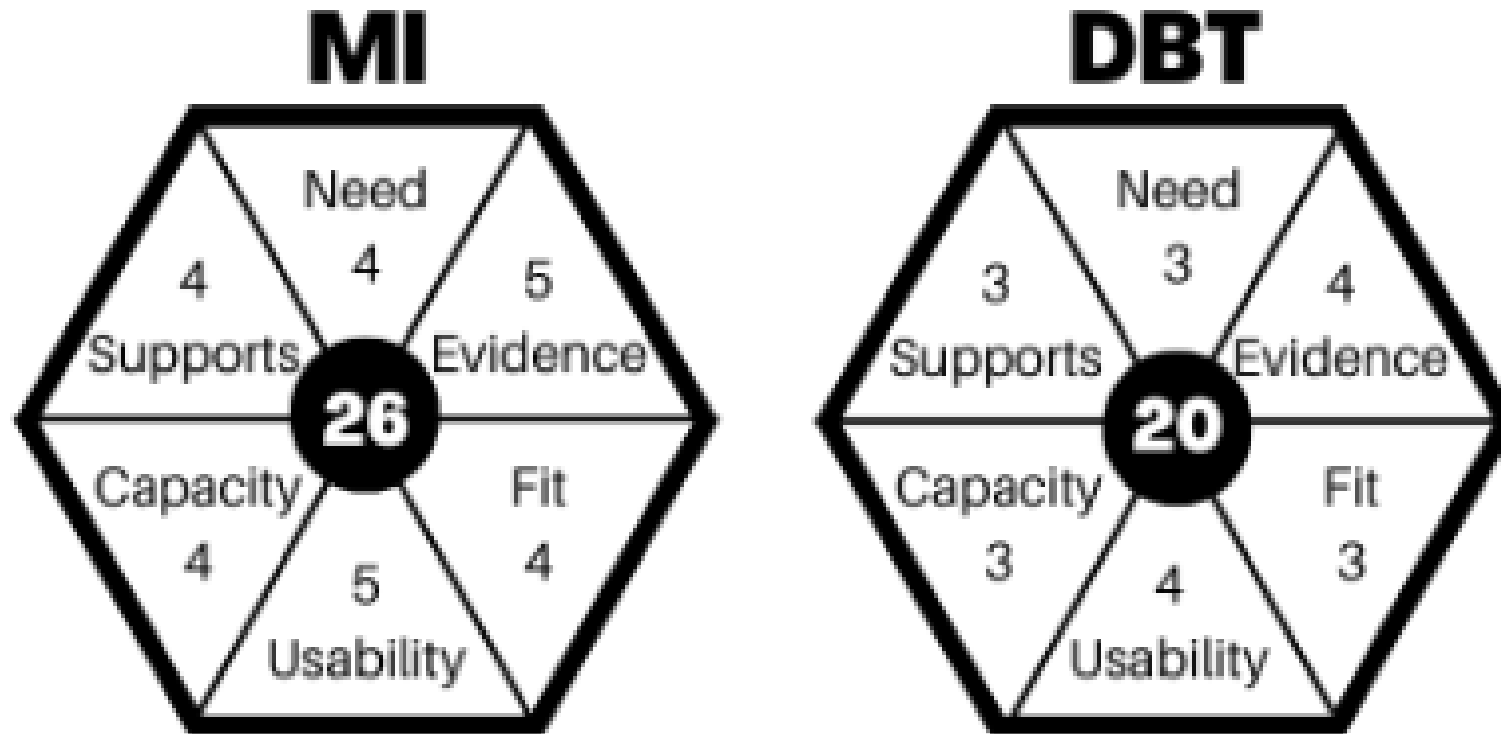
3. Information Gathering: Hexagon Tool



Based on the information/data gathered for an EBP, team scores each domain on a 1-5 scale (range 6-30).

Example from the Field: Hexagon Analysis

- Team met bi-weekly for four months
- Information/data systematically gathered on two EBPs
- Consultant facilitated team-based scoring
- Results:



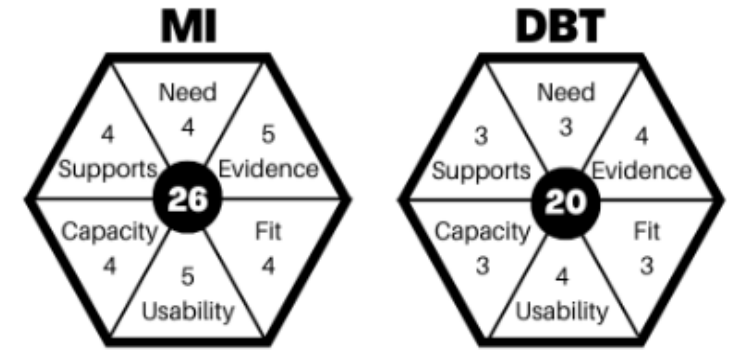
4. Attend to Staff Readiness

- Team attention to staff readiness for change is a foundation for later implementation success
- Best practices:
 - Leadership communicates the why of EBP implementation
 - Results of hexagon analysis shared
 - Listening session with staff to understand questions and concerns
 - Normalize ambivalence!
- If moving forward with an EBP implementation project, invite staff to self-select as “first implementers”
 - Truth in advertising
 - Approval from supervisor

Source: Fixsen et al. (2019); Fixsen, Blase, Horner, Sims, & Sugai (2013).

Example from the Field: Facilitating an All-Staff Meeting

- First, team briefly presented hexagon analysis results in a transparent and easy-to-understand way.



- Then, team facilitated a listening session to draw out staff thoughts, questions, and concerns about MI as the selected EBP.
- Finally, team facilitated an activity to explore staff perceived importance for implementation—using an MI tool!

How important is it to you that your organization implements an EBP? (Indicate your response by placing a stamp anywhere 0-10.)



Go to "View Options" (top of screen) and select "Annotate." On the tool bar that appears, click on Stamp then place stamp 0-10 to indicate your response.

Exploration

Foundations:

1. Leadership
2. Team approach
3. Information gathering
4. Attend to staff readiness

Decision: **implement an EBP, or not**

Bottom line: Exploration will save your org time and money...

Approach to EBP (N = 6 agencies)	1-year Outcomes	
	% implementation success	cost (\$) per staff
Did not complete exploration	13%	\$924
Did complete exploration	65%	\$365

...while creating the foundations for later implementation success.

Source: Romney et al. (2014); Saldana et al. (2012).

Getting Started with EBP Implementation: Checklist

(based on this webinar)



Getting Started with EBP Implementation: Checklist¹

Exploration Foundations and Steps		Completion Status
1. Leadership	Consider the why of implementation; note reasons.	
	Consider good/fast/cheap decision rubric. If seeking implementation to be "good and cheap," begin planning for longer timeline.	
	Consider bringing on a consultant/technology transfer specialist.	
2. Form a Team	Exploration team formed with representation from multiple stakeholders: https://nirn.fpg.unc.edu/module-3/topic-3	
	Team engages initial learning about exploration steps: https://nirn.fpg.unc.edu/module-4/topic-3-exploration	
3. Gather Information	Team reviews and discusses directions for using <i>Initiative Inventory</i> : https://nirn.fpg.unc.edu/resources/initiative-inventory	
	Team completes <i>Initiative Inventory</i> . Results shared and discussed with leadership.	
	Team identifies 1-2 EBP options to consider for exploration. Team reviews and discusses directions for using <i>Hexagon Tool</i> : https://nirn.fpg.unc.edu/resources/hexagon-exploration-tool	
	Team begins gathering detailed information and data for hexagon analysis on each EBP (Need, Fit, Evidence, Usability, Supports, Capacity). Information is compiled and documented. This process can take 4-6 months.	
	Team completes analysis and scoring of <i>Hexagon Tool</i> . Results are documented in an easy-to-understand way.	
4. Attend to Staff Readiness	Team schedules all-staff meeting to discuss hexagon results. Results provided prior to meeting and staff are asked to review and come with thoughts, questions, and concerns.	
	Team facilitates meeting with attention to drawing out and listening to staff thoughts, questions, and concerns as well as exploring staff readiness for change. Notes are taken for later consideration.	
5. Informed Decision	Team and leadership meet to consider results of initiative inventory, hexagon analysis, and staff input. Decision: select an EBP for implementation—or not.	

**Decision: We're moving forward with EBP
implementation project! Now what??**

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