

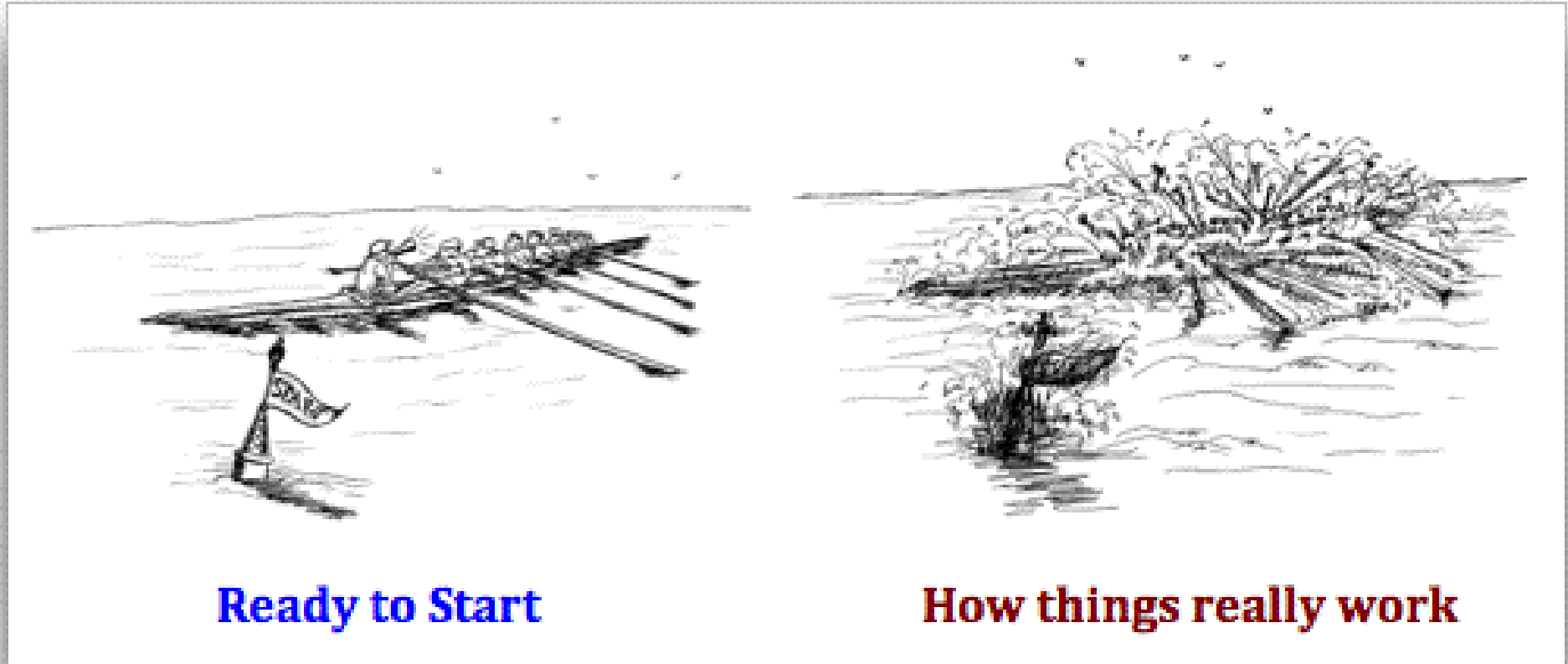


# *From Inspiration to Implementation:* What Does It Take To Improve Outcomes for TANF recipients?

Leah Bartley, Ph.D. Candidate

July 2016

# From Inspiration to Implementation



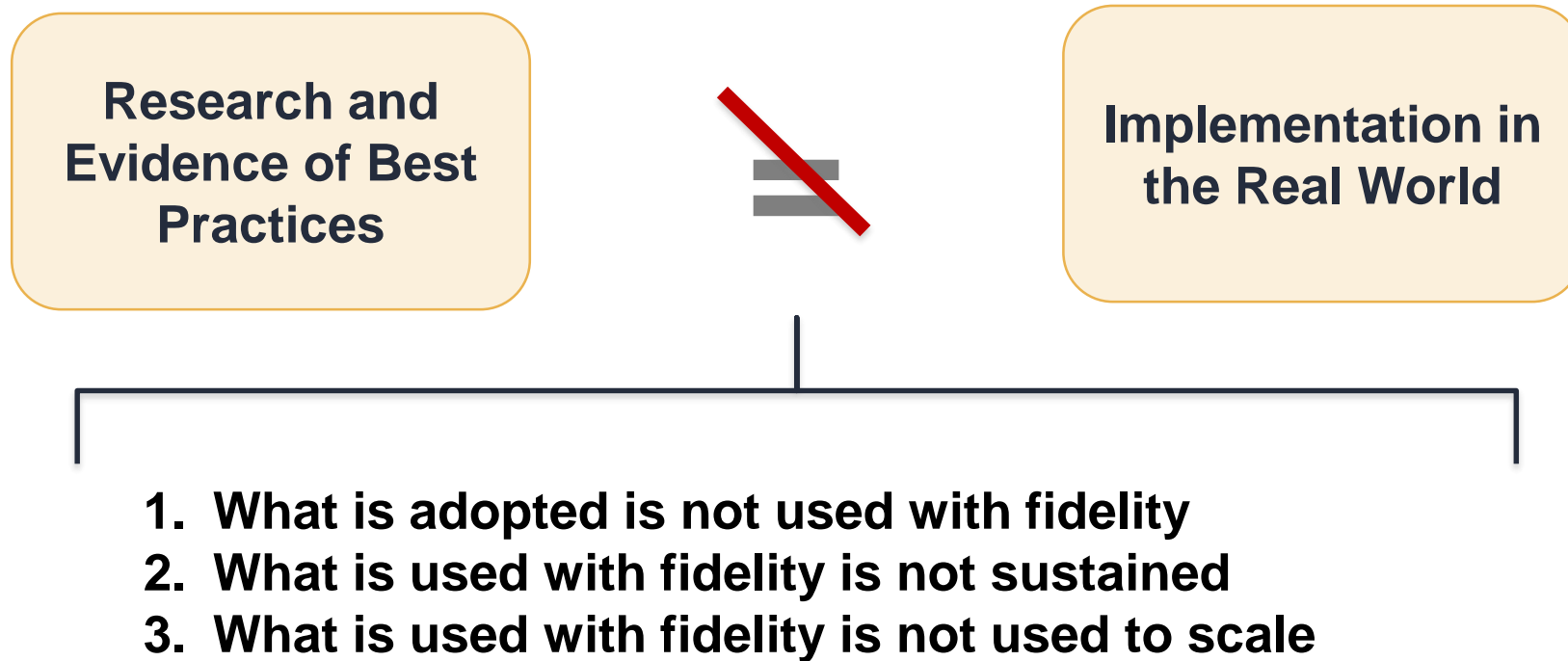
**Ready to Start**

**How things really work**

# Objectives

- Common language
- Shared understanding
- Learning from you
- Ideas you can take back

# Science to Service Gap: Implementation



# When used alone...

- Diffusion/ Dissemination of information
- Training
- Passing laws/ mandates/ regulations
- Providing funding/ incentives
- Organization change/ reorganization

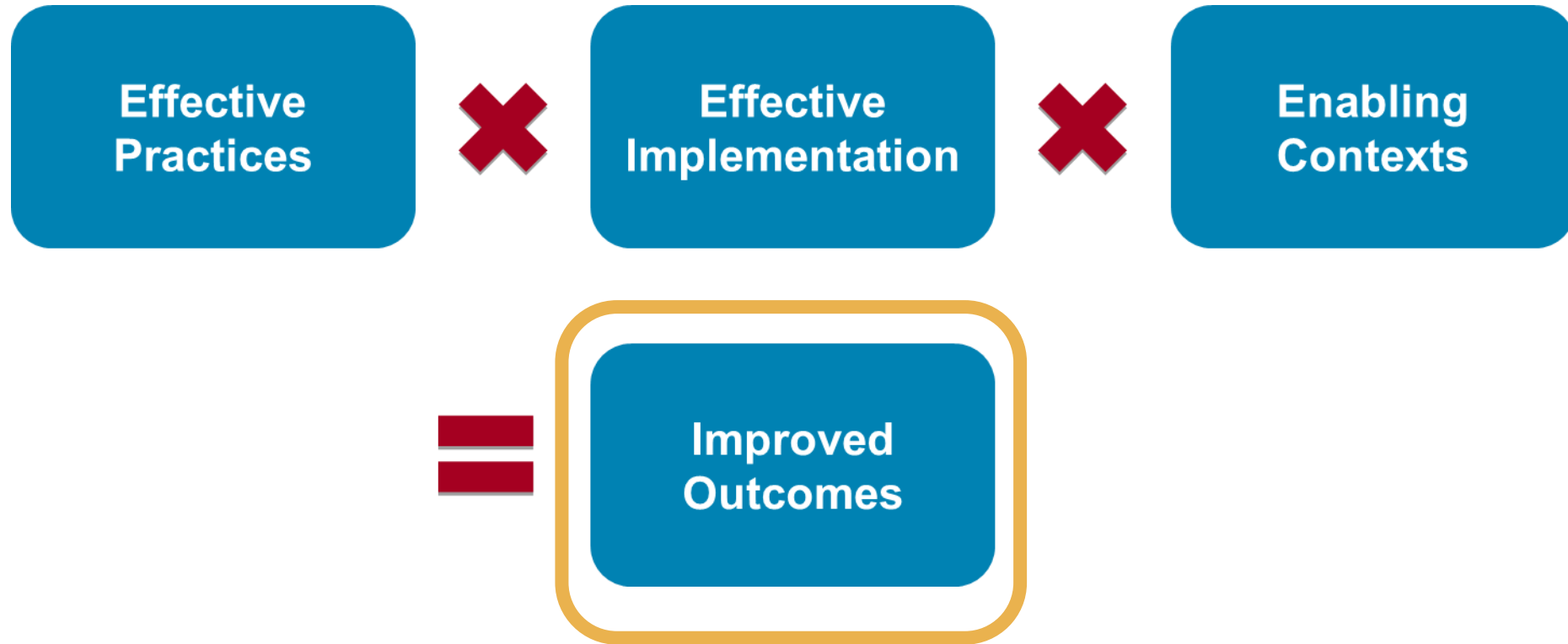


Use of Practices /  
Innovations As  
Intended



**Return on Investment: 5-15%**

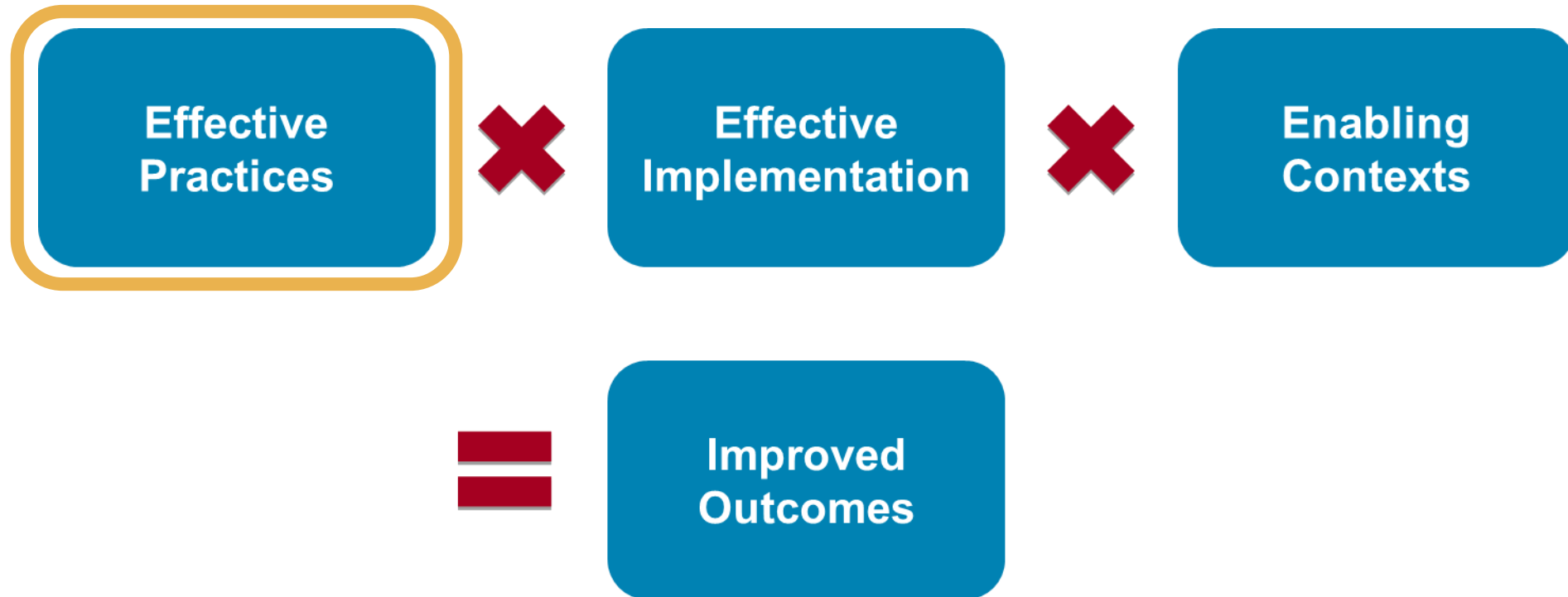
# Active Implementation



# Family Stability Academy Outcomes

1. *Increased leadership and organizational capacities;*
2. *Supporting effective partnerships between TANF agencies and community partners;*
3. *Streamlining and modernizing service delivery structure;*
4. *Expanding use of performance-based measures to assess progress and outcomes;*
5. *Identifying and developing commitment to and leadership in family economic stability at the state and local levels;*
6. *Strengthening staff skills, capacity, and knowledge to delivery services to improve family economic stability and wellbeing.*

# Active Implementation



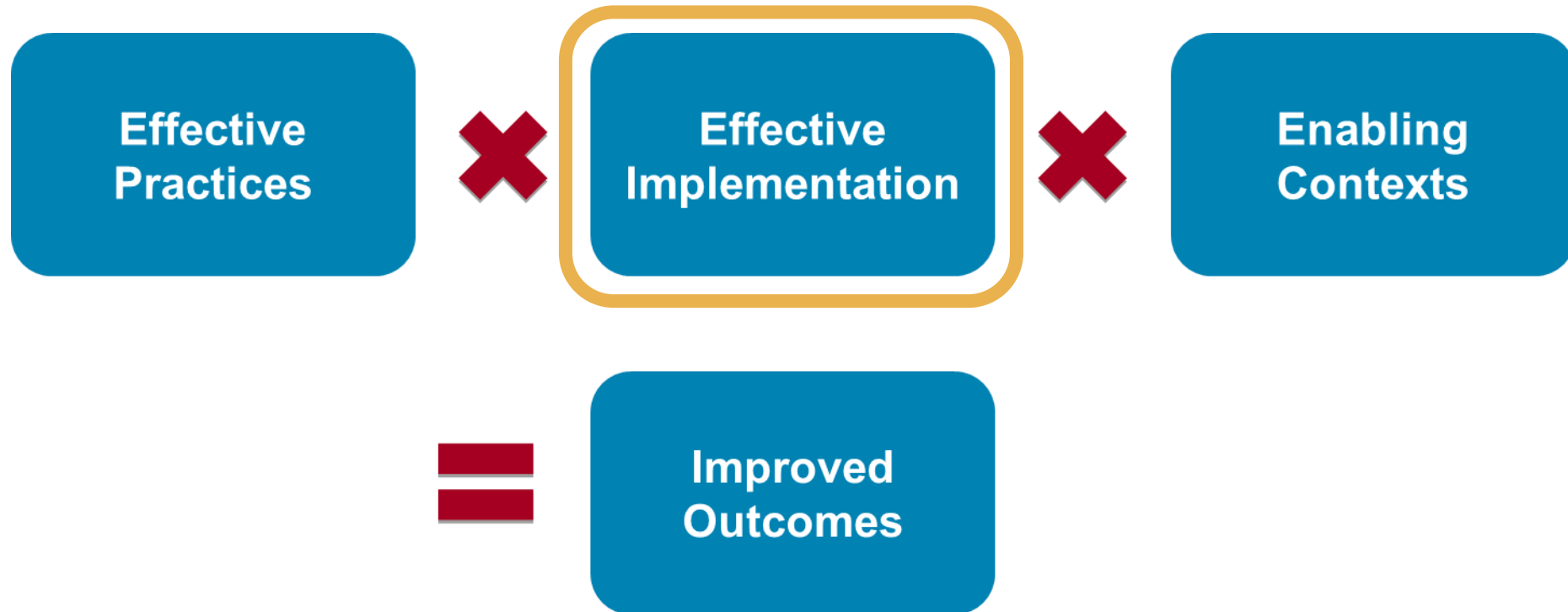
# Defining The “What”

- Fully operationalized program model or approach
- Level of evidence matched to need
- Fit and Feasibility
  - Need
  - Fit
  - Resource for implementation
  - Evidence
  - Readiness of Replication
  - Capacity



**What practices or programs does your agency use to ensure that families receive needed services and supports for successful transition to employment and economic stability?**

# Active Implementation



# What does it take to change the system?





Change is great...

**...you go first!**

# Systems Alignment: Achieving Family and Child Outcomes



Aligned change at each level of the system supports implementation so that families and their children can benefit.

# What does it take?

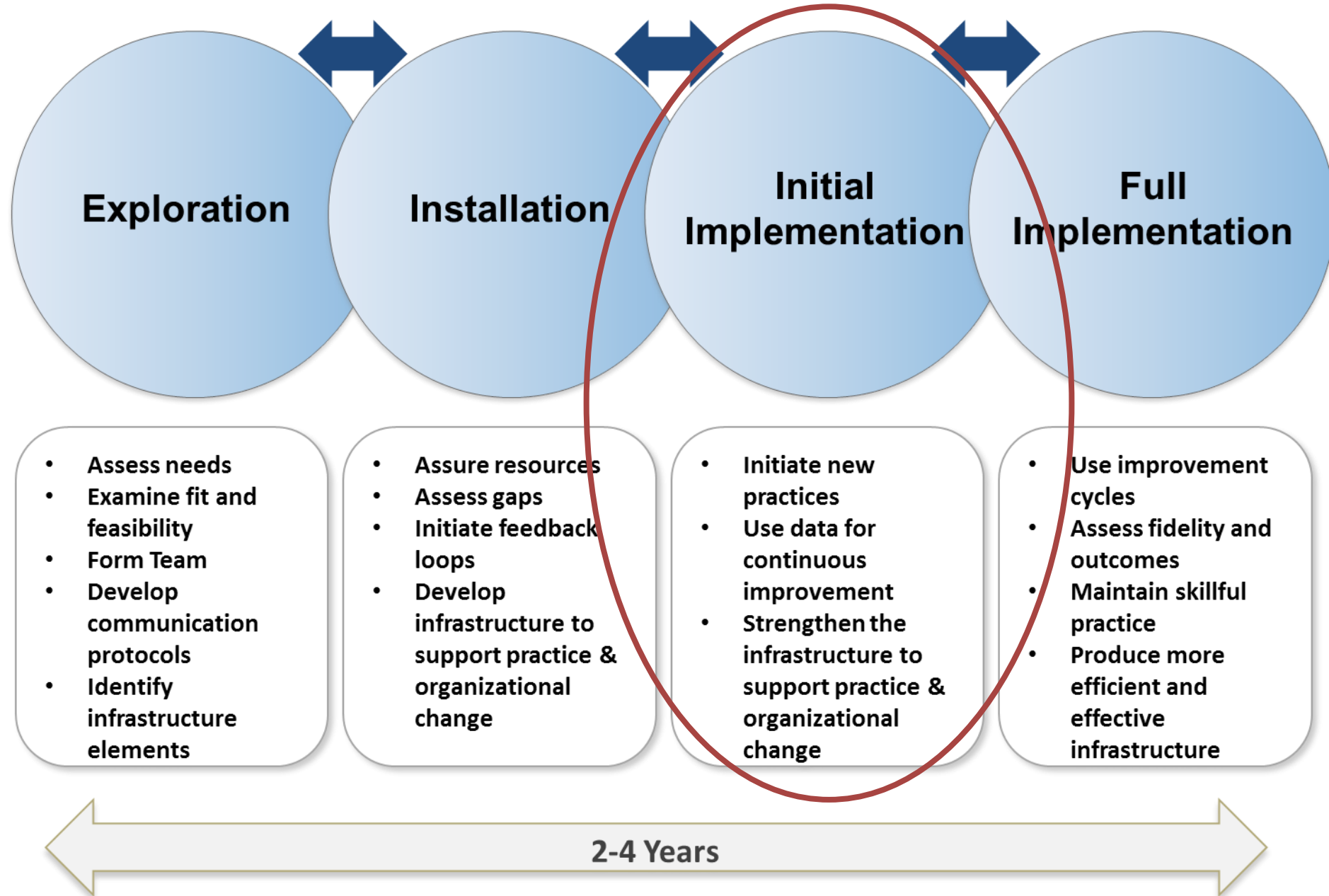
## Four key ingredients for Active Implementation





It Takes Time

# Implementation Stages



# Initial Implementation: Baby Steps

## Working Through the Awkward Stage

- Learn From Mistakes
- Celebrate Success
- Continue “Buy-in” Efforts
- Frequent Problem Solving



# Initial Implementation

What should we be doing now?

- Building our village
- Building out communication
- Building our supports



# **It Takes Time**

Where do you see a connection between Implementation Stages and your current work?

What are the barriers and facilitators to supporting change over time in your setting?

## Where do you see a connection between Implementation Stages and your current work?

# What are the barriers and facilitators to supporting change over time in your setting?

# What does it take?

## Four key ingredients for Active Implementation



# Making It Happen

## **Letting “it” happen**

- Effective practices occur without support

## **Helping “it” happen**

- Interested agencies figure it out on their own

## **Making “it” happen**

- Active use of strategies to support the adoption of the practices
- Active installation of supports for use of the practices
- Implementation teams are accountable for change and progress

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

# Why an Implementation Team?

## No Implementation Team



From “Letting it Happen”

14%  
17  
Years

## Implementation Team



To “Making it Happen”

80%  
3  
Years



Improvement in Outcomes

Sources:  
Fixsen, Blase, Timbers, & Wolf, 2001  
Balas & Boren, 2000  
Green & Seifert, 2005  
Saldana & Chamberlain, 2012

# Implementation Teams

Implementation Teams provide an accountable and sustainable structure to move a practice through stages of implementation.



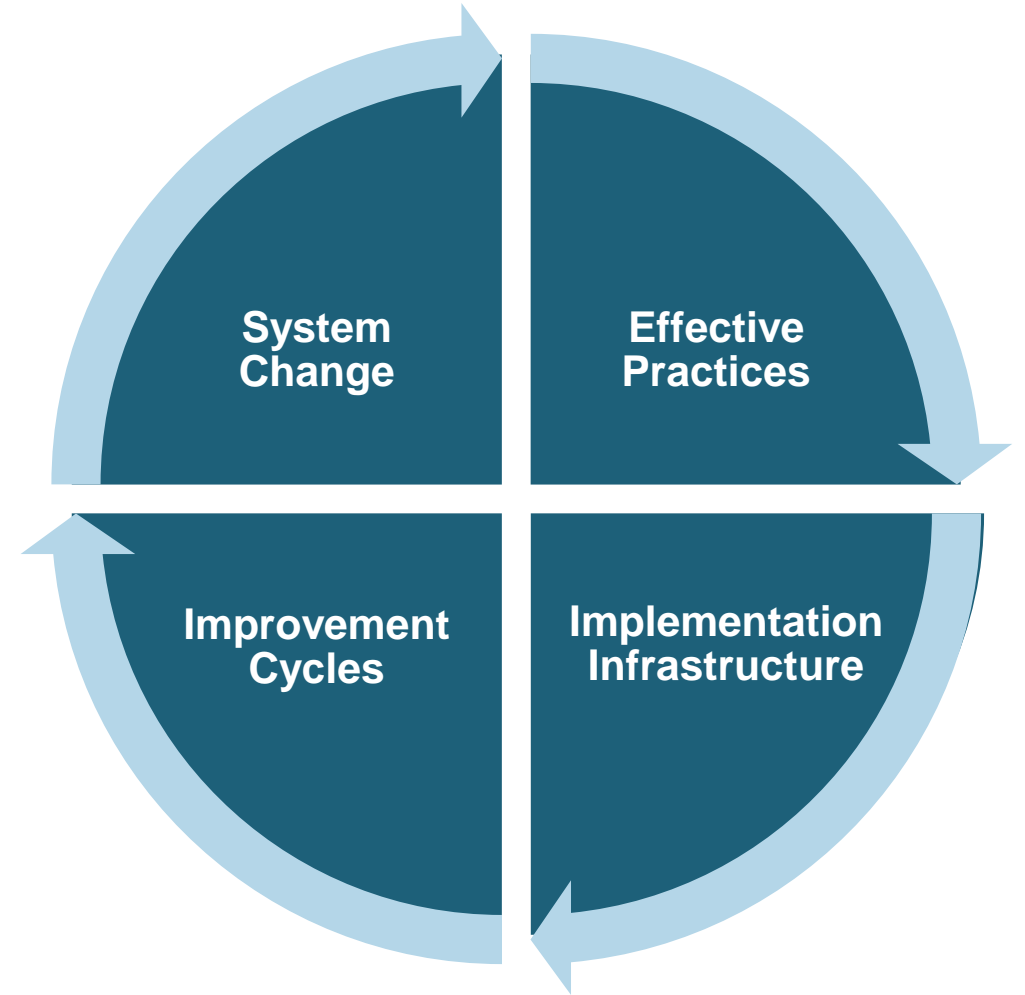
# Implementation Teams' Structure

- 3-12 Individuals
- Variety of Perspective:
  - Administrative & fiscal leadership
  - Supervision
  - Practice
  - Family
  - Community
  - Policy



# Implementation Teams

- Ensuring Support
- Engaging the community
- Creating enabling context



# Linked Implementation Teams



# Initial Implementation: Teams

## What should we be doing now?

- Strengthening our team:
  - Internal and external relationships
  - Shared vision and understanding of the work
  - Implementation Team's Competency
  - Decision Making Process
  - Communication System
- Using our team to support implementation
  - Using data to make decisions and strengthen implementation

# Activity



# It Takes A Village

# How are you using or supporting the use of teams?

What is working well in these teams?  
What resources do the teams need?

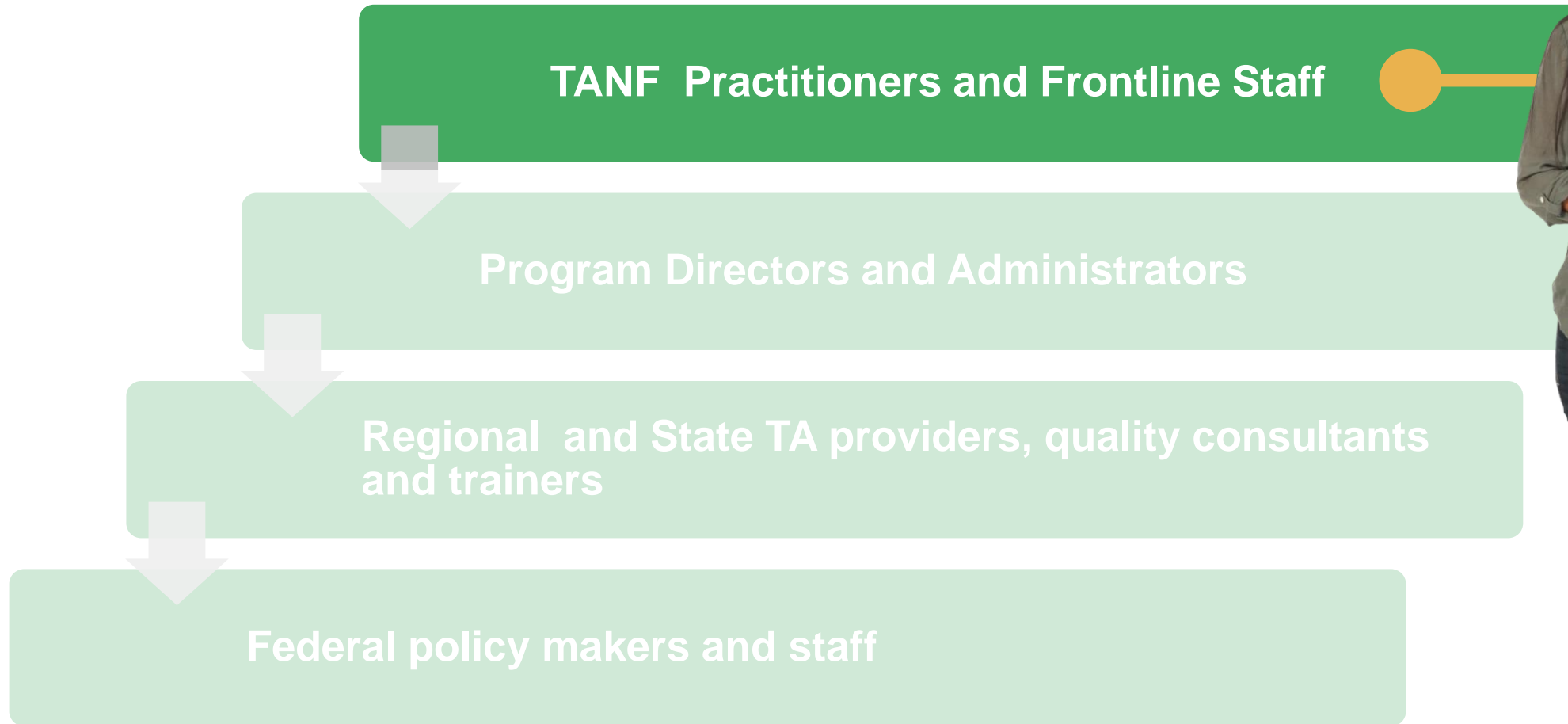
## What are three things you will do to strengthen these teams?

# What does it take?

## Four key ingredients for Active Implementation




# Example



# Example

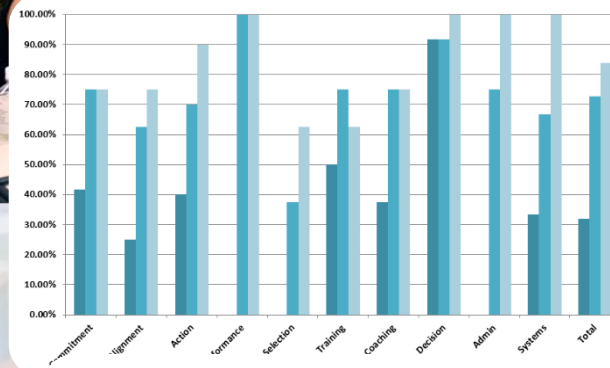
***What does Asha need to support her practice?***



- 
- **Competency Supports**
  - **Organizational Supports**
  - **Leadership Supports**

- Competency Supports
- Organizational Supports
- Leadership Supports

Decision Support  
Data Systems



Train Facilitators  
Administration



Coaching Process  
Systems

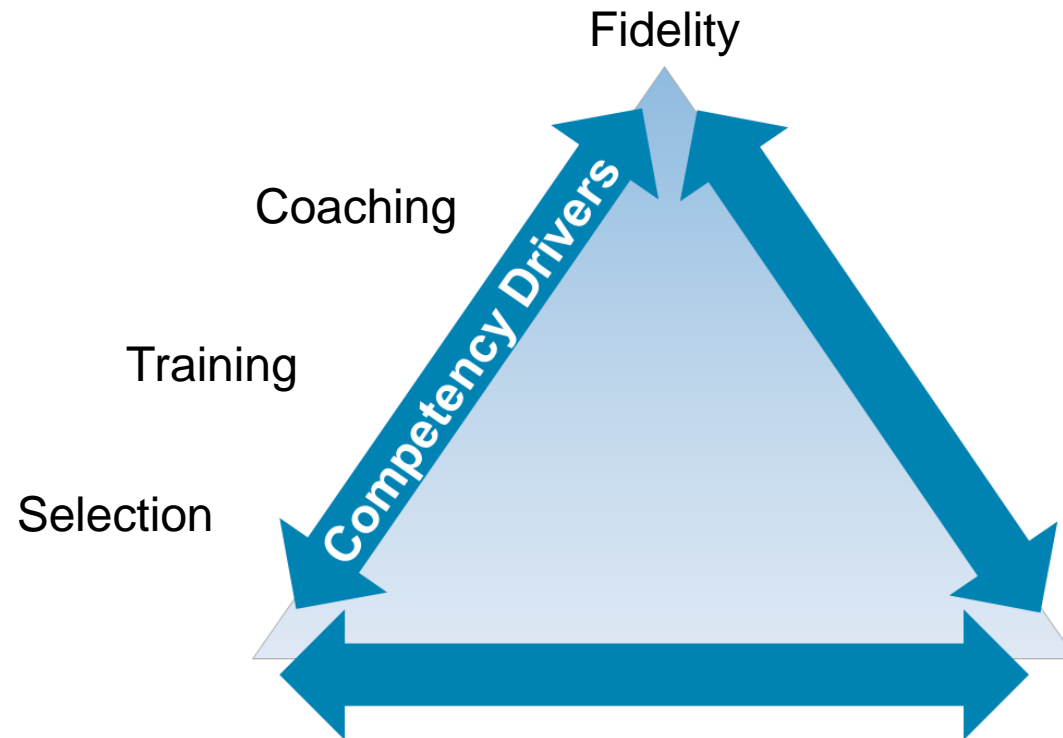
State of Ohio DEPARTMENT OF EDUCATION LICENSE TO OPERATE			
License Number:	[Number protected]	Superintendent/CAO	[Name protected]
Building Name:	Educational Ship	County:	Hamilton
Building Address:	Cincinnati, OH		
Program Name:	Educational Building		
Licensed Program	Issued Date	Expiration Date	Capacity
Preschool	04/09/2011	04/09/2013	30
SACC	04/09/2011	04/09/2013	32

Reliability Assessment



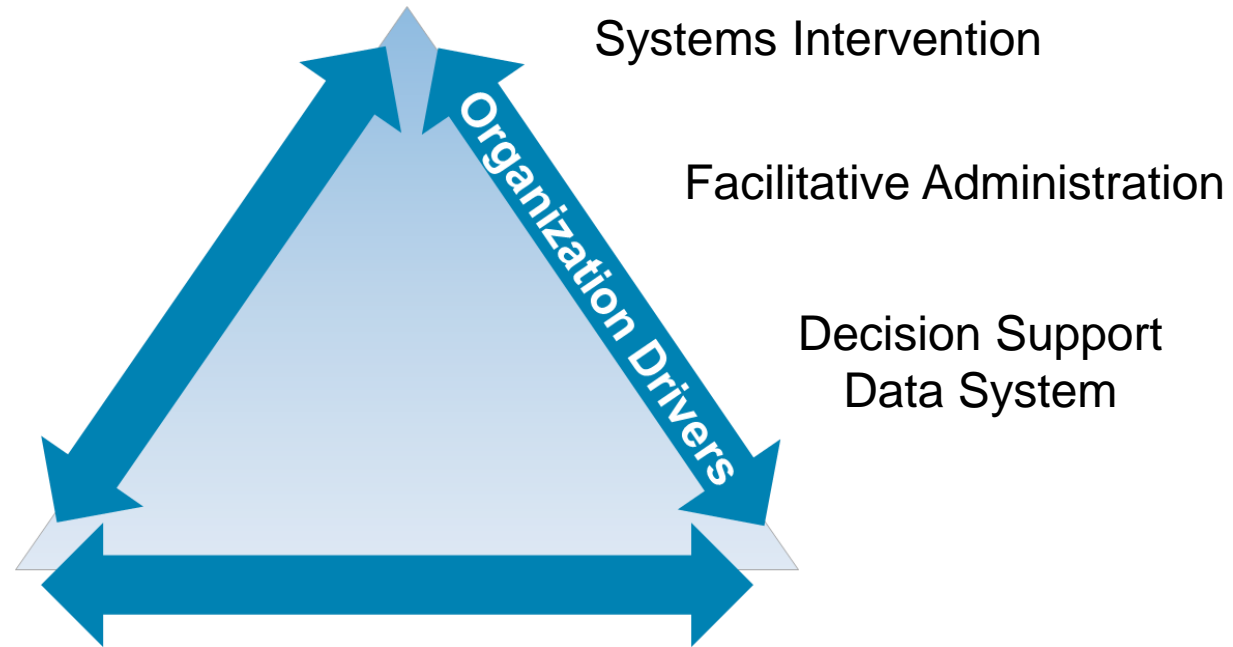
# It Takes Support

## **“Competency Drivers”** Building Competent Practitioners



# It Takes Support

## **“Organizational Drivers”** Building Organizational Supports



# Implementation Drivers



# Initial Implementation: Support

What should we be doing now?

- Using data to:
  - Developing support for staff competency
  - Developing internal and external support for programs and agencies

# Activity



## It Takes Support

What are the barriers and facilitators to strengthening competency drivers?

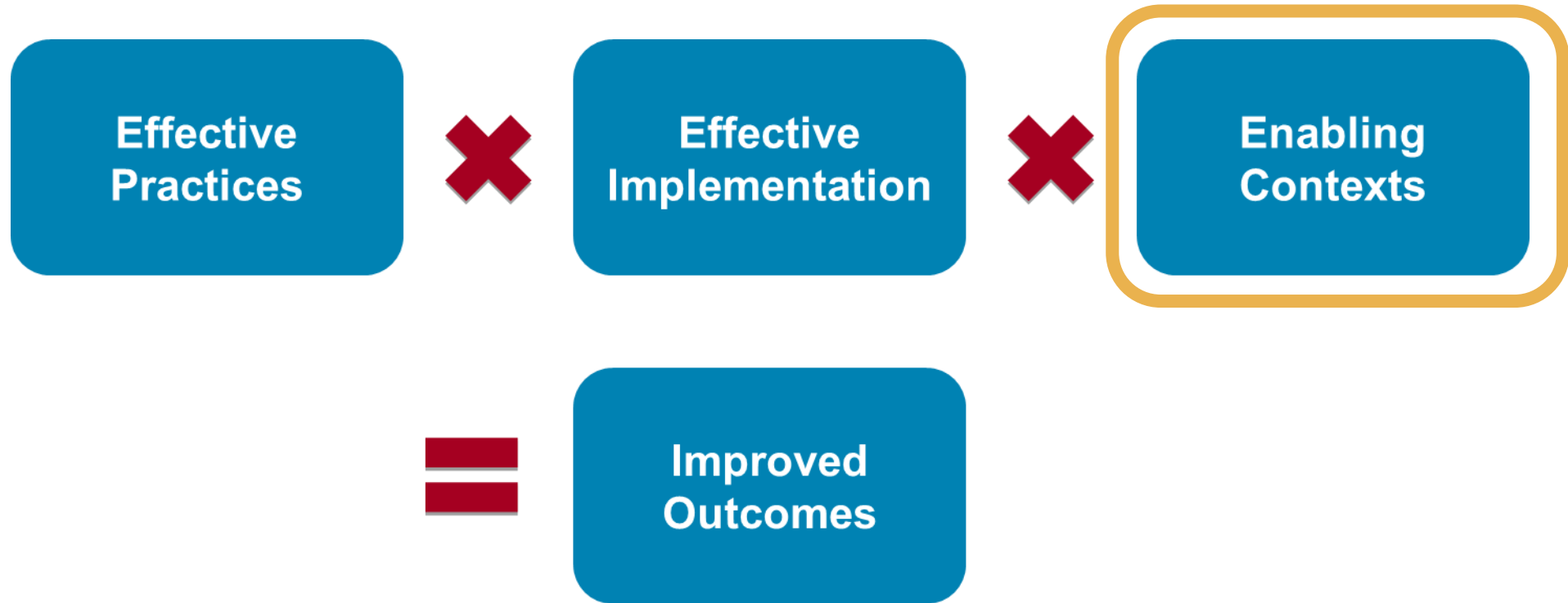
How can your Strategic Action Plans address these barriers? What resources are needed to strengthen competency and organizational drivers?

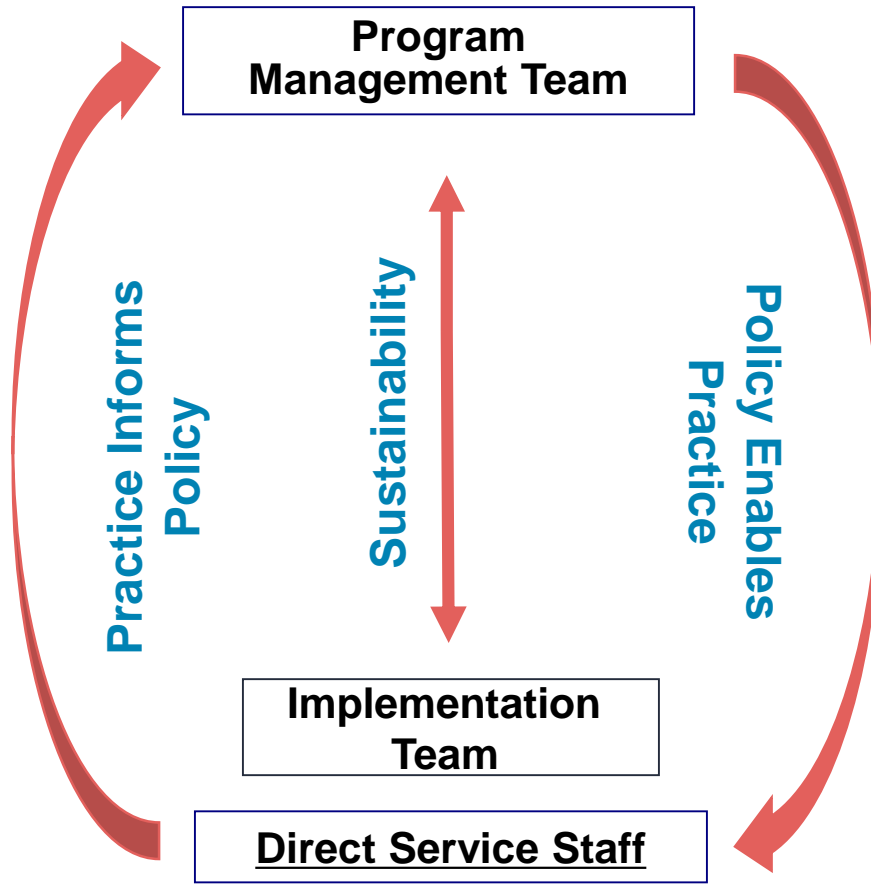
# What does it take?

## Four key ingredients for Active Implementation

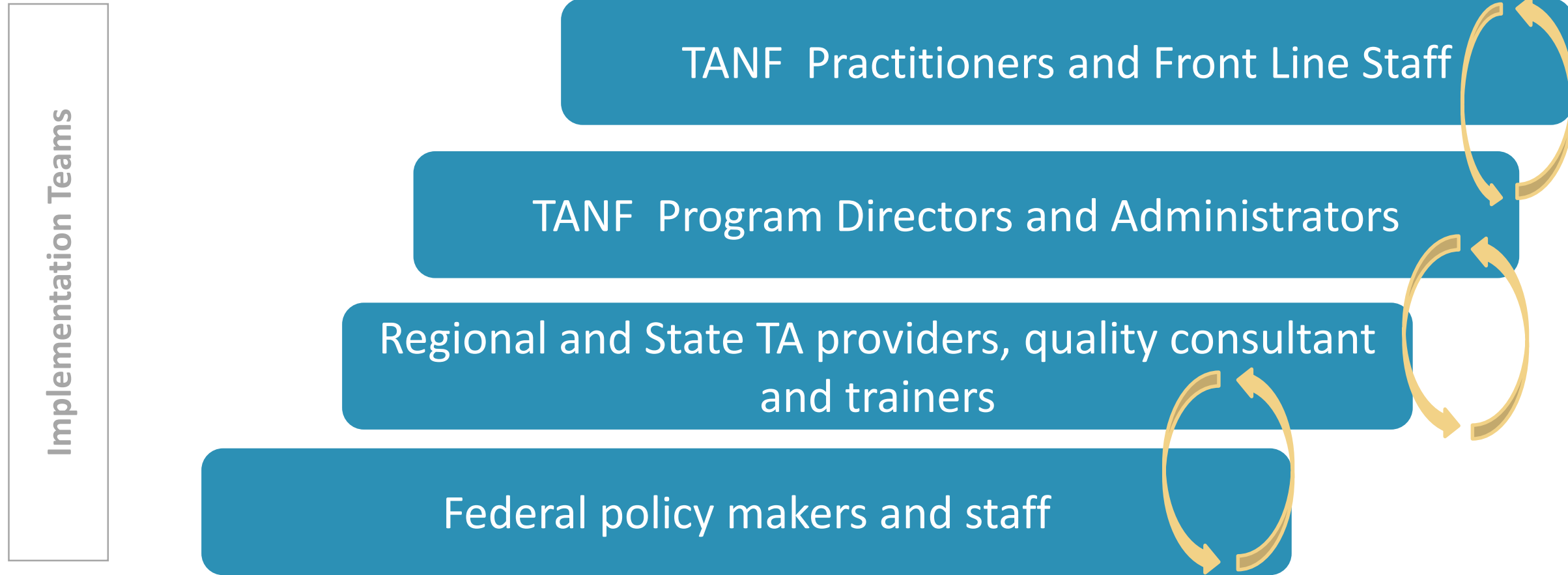


# Active Implementation

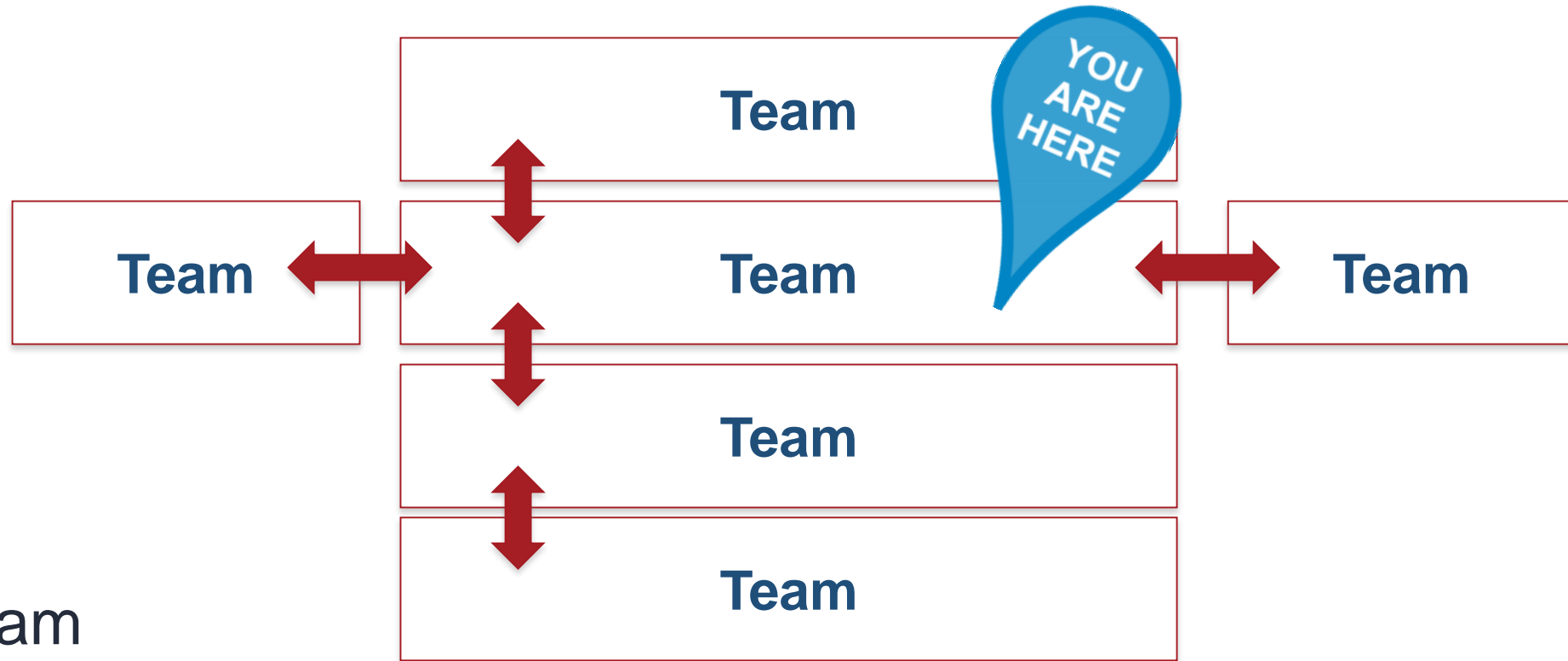




# Linked Implementation Teams



# Who Should Be Communicating?



- Your team
- Vertical team connections
- Horizontal team connections

# How Often Should We Communicate?

- Regularly scheduled
- Formal process
- Dedicated appointment
- Opportunities to make changes
  - Quarterly
  - Monthly
  - Weekly



# What Should We Talk About?

- What's working?
- What's not working?
- What's getting in our way?
- How do we know?

**DATA**



# Using Data and Information

## Look

- What data are we looking at today?
- What are the data telling us?

## Think

- How might we need to adjust or pivot our strategy based on this data?

## Act

- How will we know these adjustments had the intended effect or benefit?
- Who will be responsible for making this adjustment and in what timeframe?

# Activity



## It Takes Communication

How can your team use data to inform communication and improvement strategies?

What are three things you will do to strengthen your communication system?

# What does it take?

## Four key ingredients for Active Implementation



# For More Information



**Leah Bartley**

[Leah.bartley@unc.edu](mailto:Leah.bartley@unc.edu)



**Frank Porter Graham Child Development Institute**

**University of North Carolina**

**Chapel Hill, NC**

<http://nirn.fpg.unc.edu/>

[www.scalingup.org](http://www.scalingup.org)

[www.implementationconference.org](http://www.implementationconference.org)

## **Citation and Copyright**

This document is based on the work of the National Implementation Research Network (NIRN).

© 2013-2016 Allison Metz, Leah Bartley, and Sandy Naoom,

This content is licensed under Creative Commons license CC BY-NC-ND, Attribution-NonCommercial-NoDerivs . You are free to share, copy, distribute and transmit the work under the following conditions: Attribution — You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work); Noncommercial — You may not use this work for commercial purposes; No Derivative Works — You may not alter, transform, or build upon this work. Any of the above conditions can be waived if you get permission from the copyright holder.

email: [nirn@unc.edu](mailto:nirn@unc.edu)

web: <http://nirn.fpg.unc.edu>

The mission of the National Implementation Research Network (NIRN) is to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.