



Solving Complex  
Implementation  
Problems

## 2nd Biennial Australian Implementation Conference

Sheraton on the Park, Sydney, Australia | 17 & 18 September 2014



# *Mapping Uncharted Waters in the Science and Practice of Implementation*

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Department of Psychiatry  
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of TORONTO

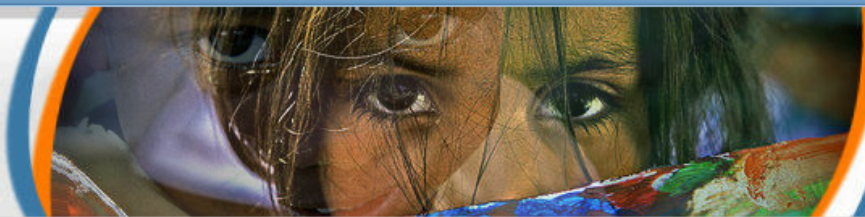


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Bartollo Villemard 1910



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- Training >
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Please check [here](#) often for Announcements and News

## Welcome to CAFAS in Ontario



September 14, 2014

### CAFAS in Ontario

Welcome to our website, created by [CAFAS in Ontario](#), a group of health systems researchers at the [Hospital for Sick Children](#) and community mental health service providers, to support the implementation and clinical utility of the **Child and Adolescent Functional Assessment Scale** as an outcome measure in the province of Ontario. To find out more about the CAFAS Measure [click here](#).



To find out the latest News and Events [click here](#).

### Child and Youth Mental Health Workers

For those working in child and youth mental health and using CAFAS, this website provide you with a wealth of information regarding the assessment tool and its use in Ontario. Find out [here](#) how you can become a CAFAS trainer in Ontario.



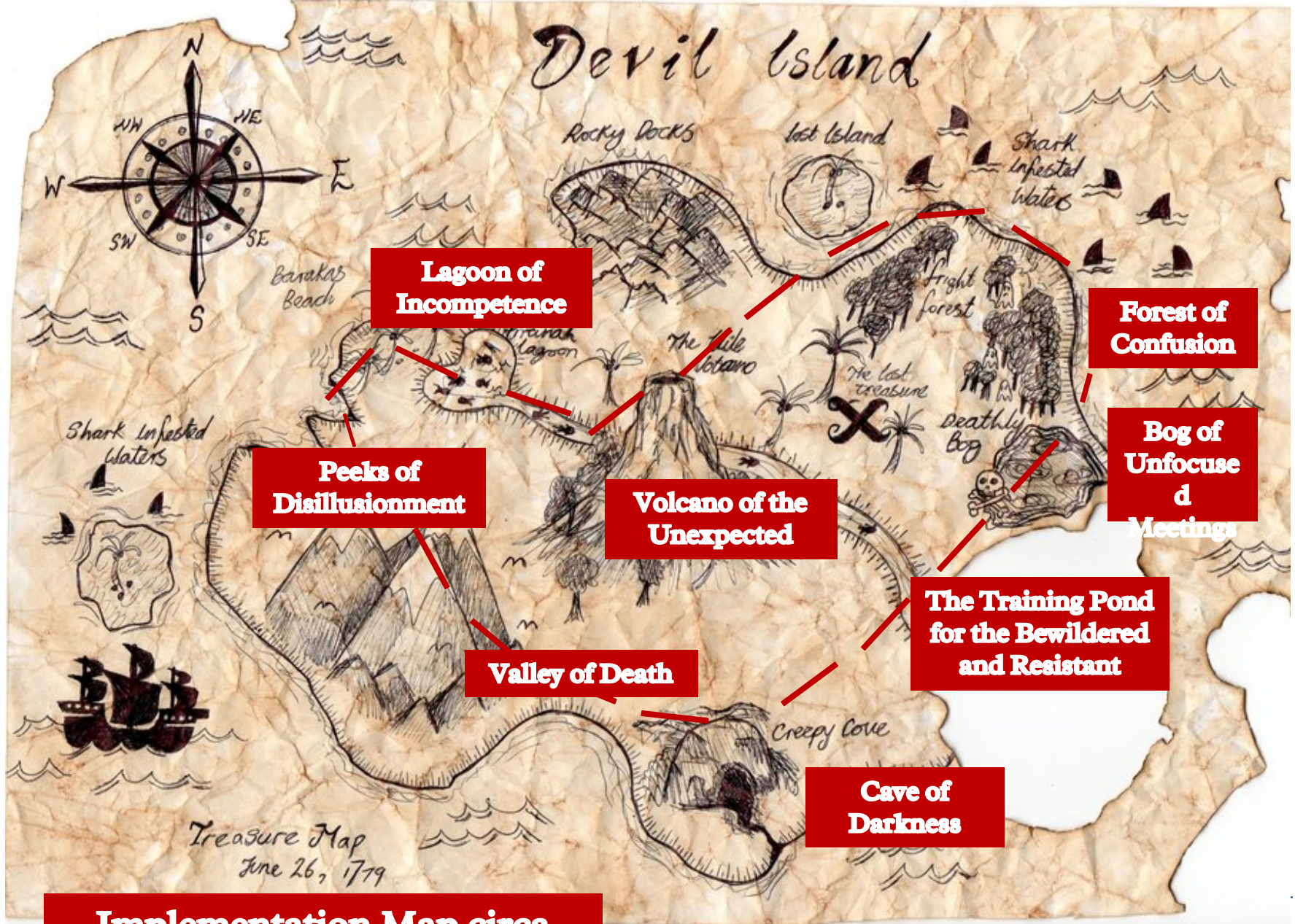
implementation



the REALITY of your implementation journey







**Implementation Map circa**



Implementation science has emerged as a sub-speciality of the field of knowledge translation. These are complimentary but different constructs that are shaped by the KT goal and the stage of research.

# KT Goals Related To Practice Change

Generate awareness

Generate interest

Share knowledge

Generate public action (behavior change)

Generate practice change

Generate policy change

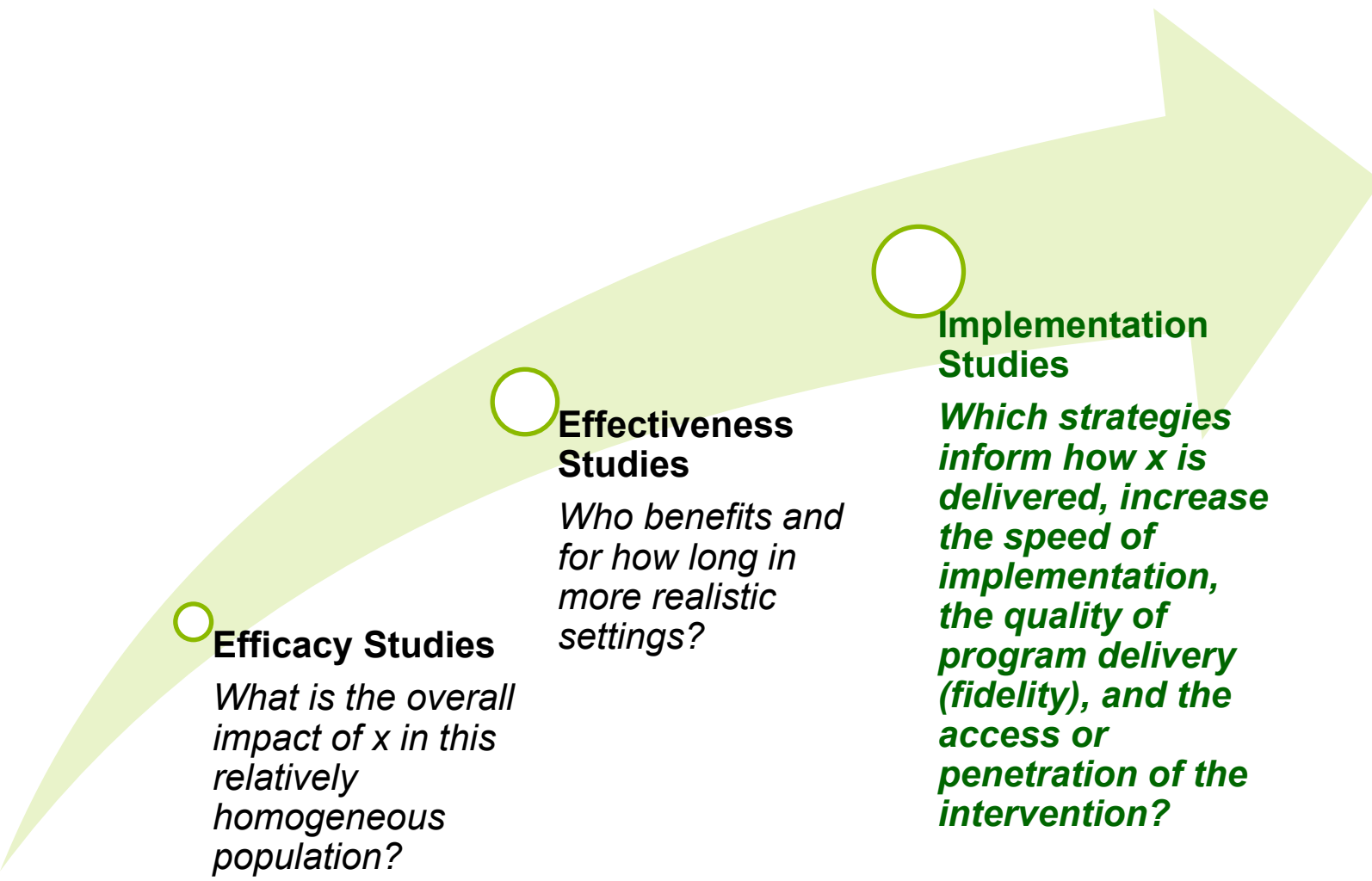
Inform research

Commercialization

Patent



# KT & IS in the research continuum



**Efficacy Studies**  
*What is the overall impact of x in this relatively homogeneous population?*

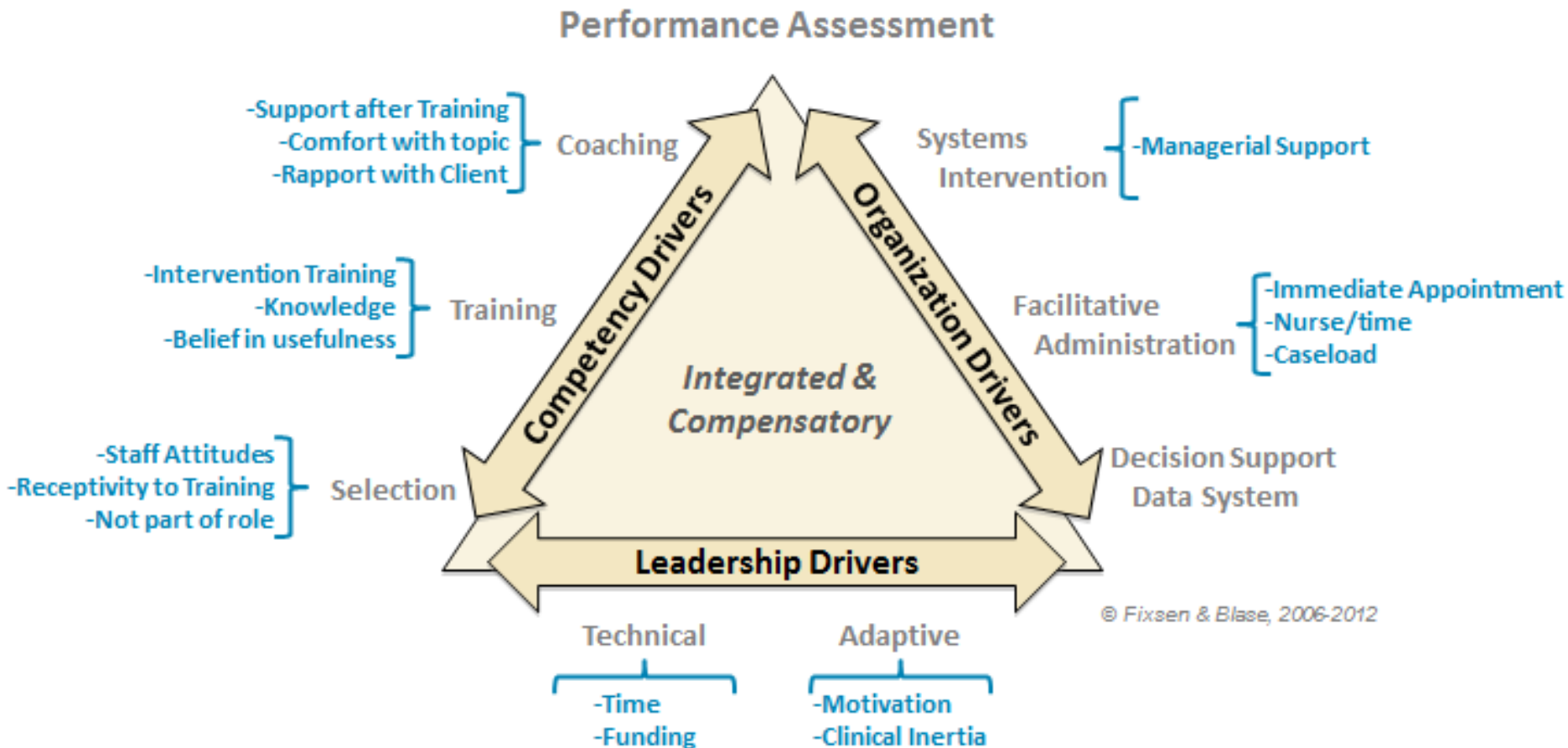
**Effectiveness Studies**  
*Who benefits and for how long in more realistic settings?*

**Implementation Studies**  
*Which strategies inform how x is delivered, increase the speed of implementation, the quality of program delivery (fidelity), and the access or penetration of the intervention?*

Practice change calls for structure and an approach that is both adaptive and incremental.



# NIRN Implementation Drivers



SOURCE: Fixsen et al.,2005

cihr-emerging-team

**KT**  
for  
**Kids**



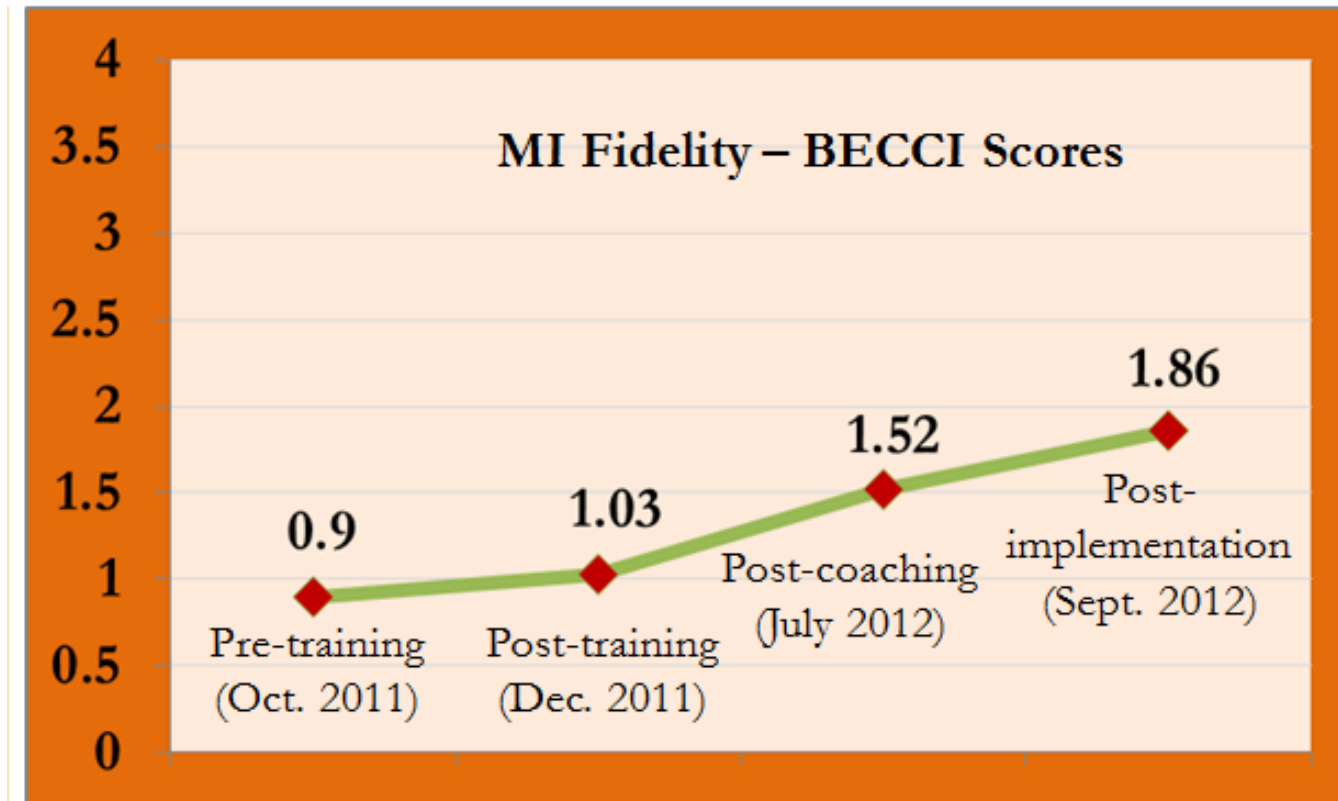
# CIHR Emerging Team for Knowledge Translation in Child and Youth Mental Health 2009-2015



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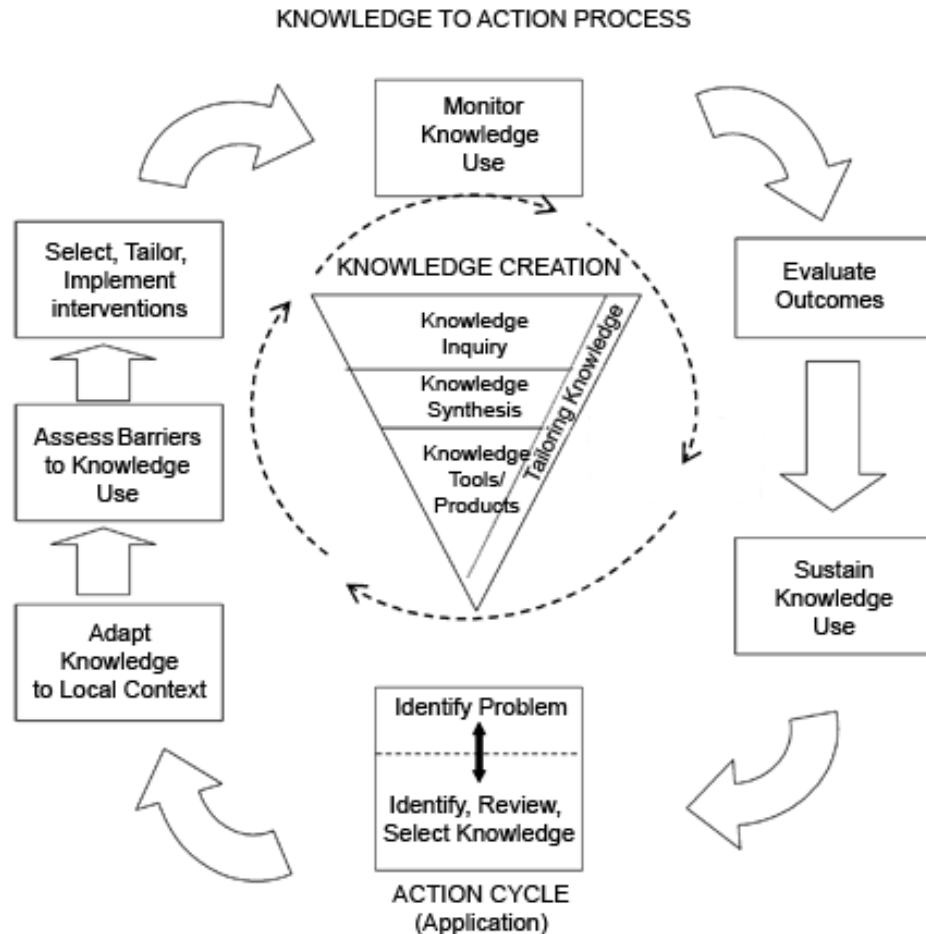
Results showed increased clinician MI competence over time on monthly BECCI fidelity ratings. Of the 12 clinicians with pre- and post-implementation data, 10 clinicians (84%) showed increased fidelity.



Findings suggest the NIRN implementation approach (training + coaching + fidelity monitoring + feedback) is successful in producing practice change.

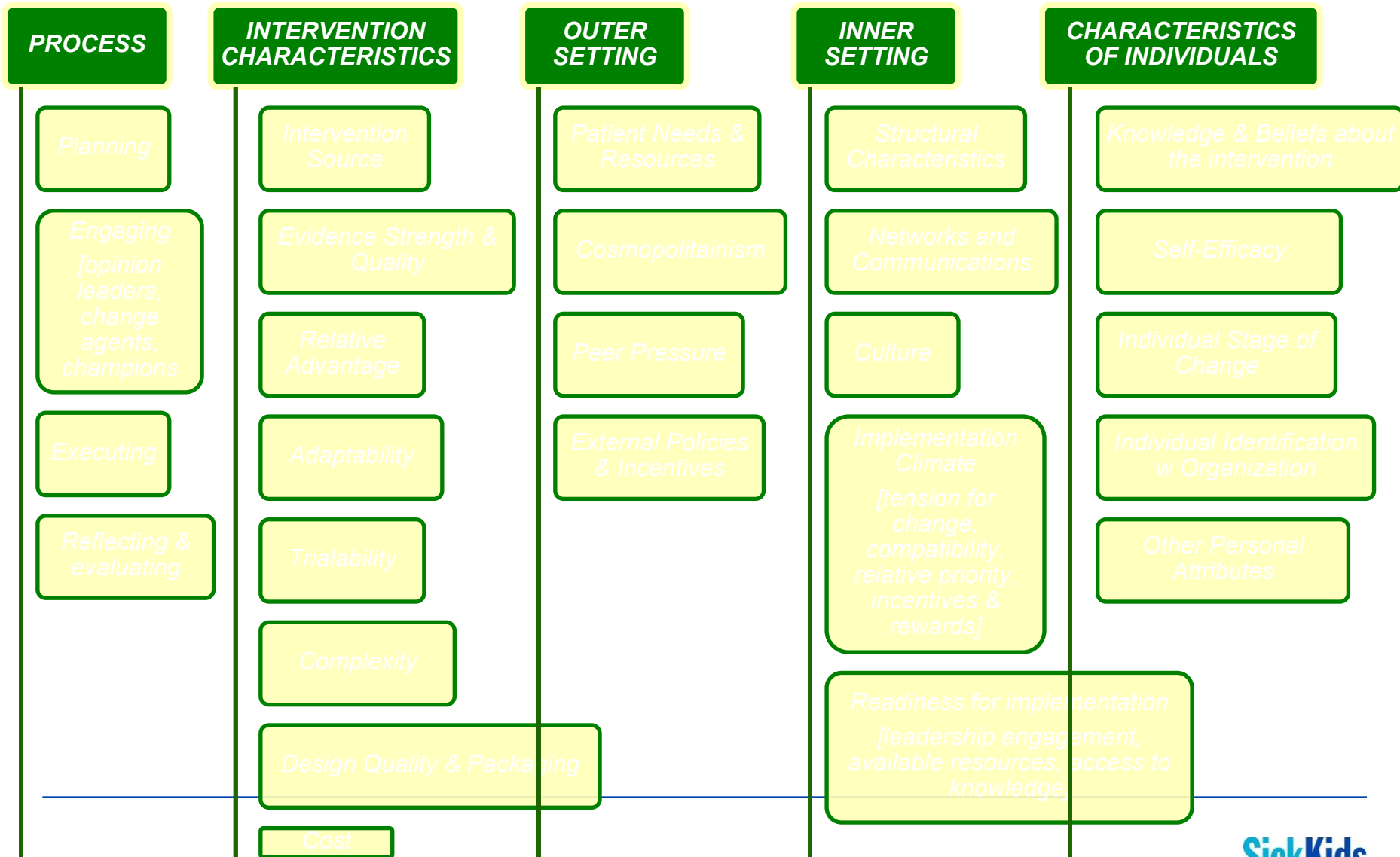
Practice change is not one-off. It's a complex process that has many moving parts, some of which are likely universal but some that are unique to the particular context, and we are still learning what those are.

# Deepening Categorical Models



SOURCE: Graham, I.D. et al.2006

# Key Factors for Implementation – CFIR

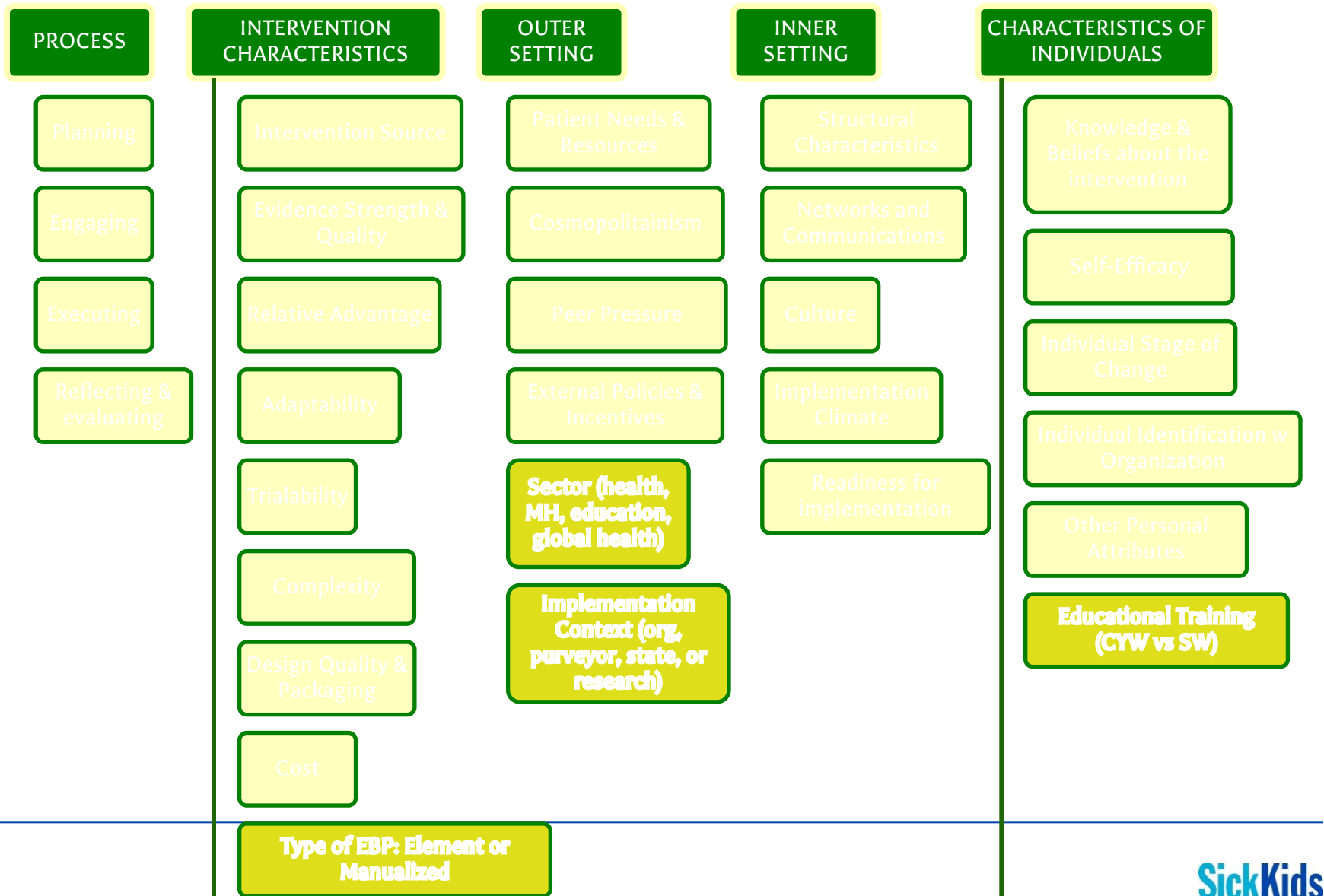


SOURCE: Damschroder LJ, Aron DC, Keith RE, Kirsh SR, Alexander JA, Lowery JC. Implement Sci. 2009 Aug 7;4:50.

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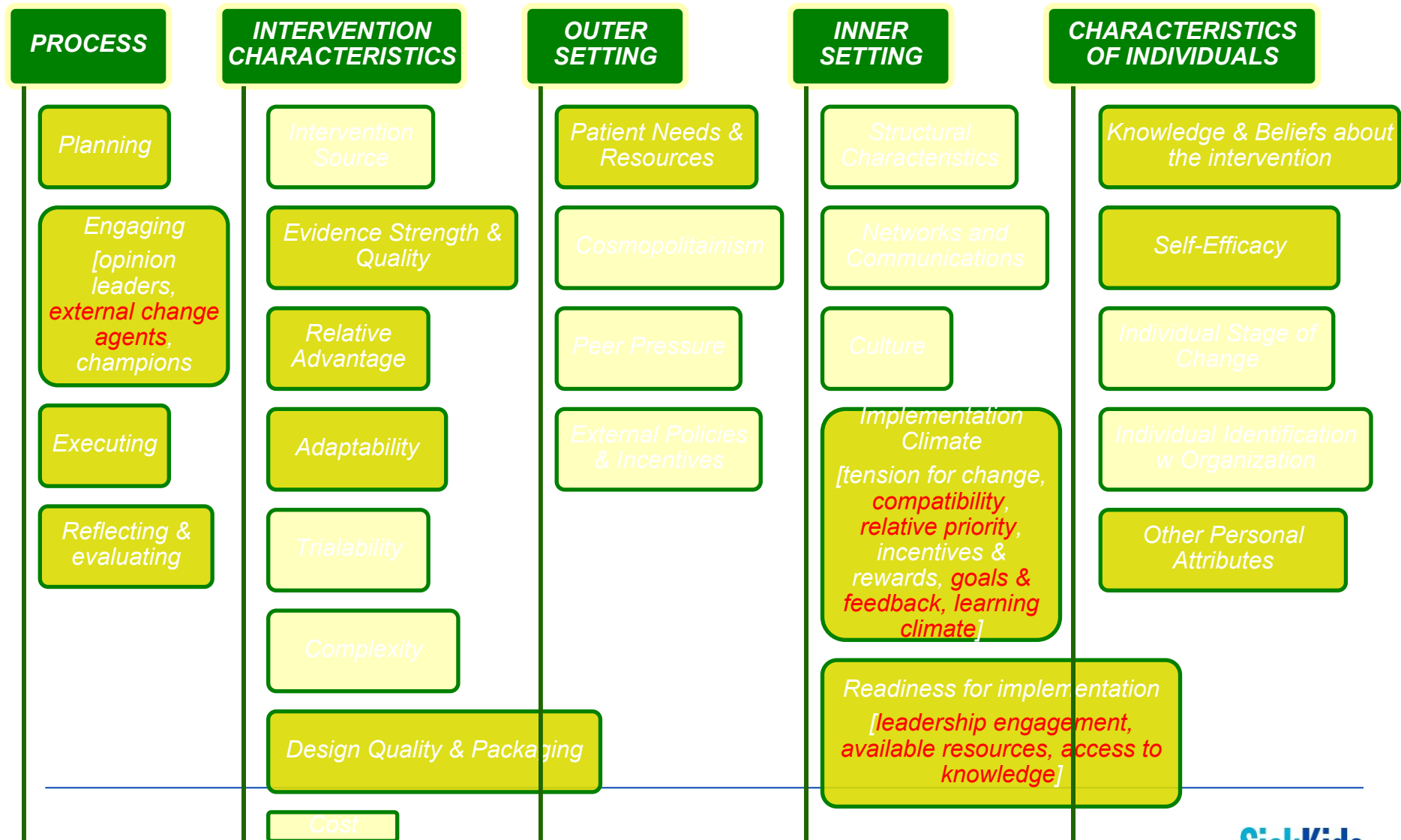
# New Emerging Factors



SOURCE: Damschroder LJ, Aron DC, Keith RE, Kirsh SR, Alexander JA, Lowery JC. Implement Sci. 2009 Aug 7;4:50.

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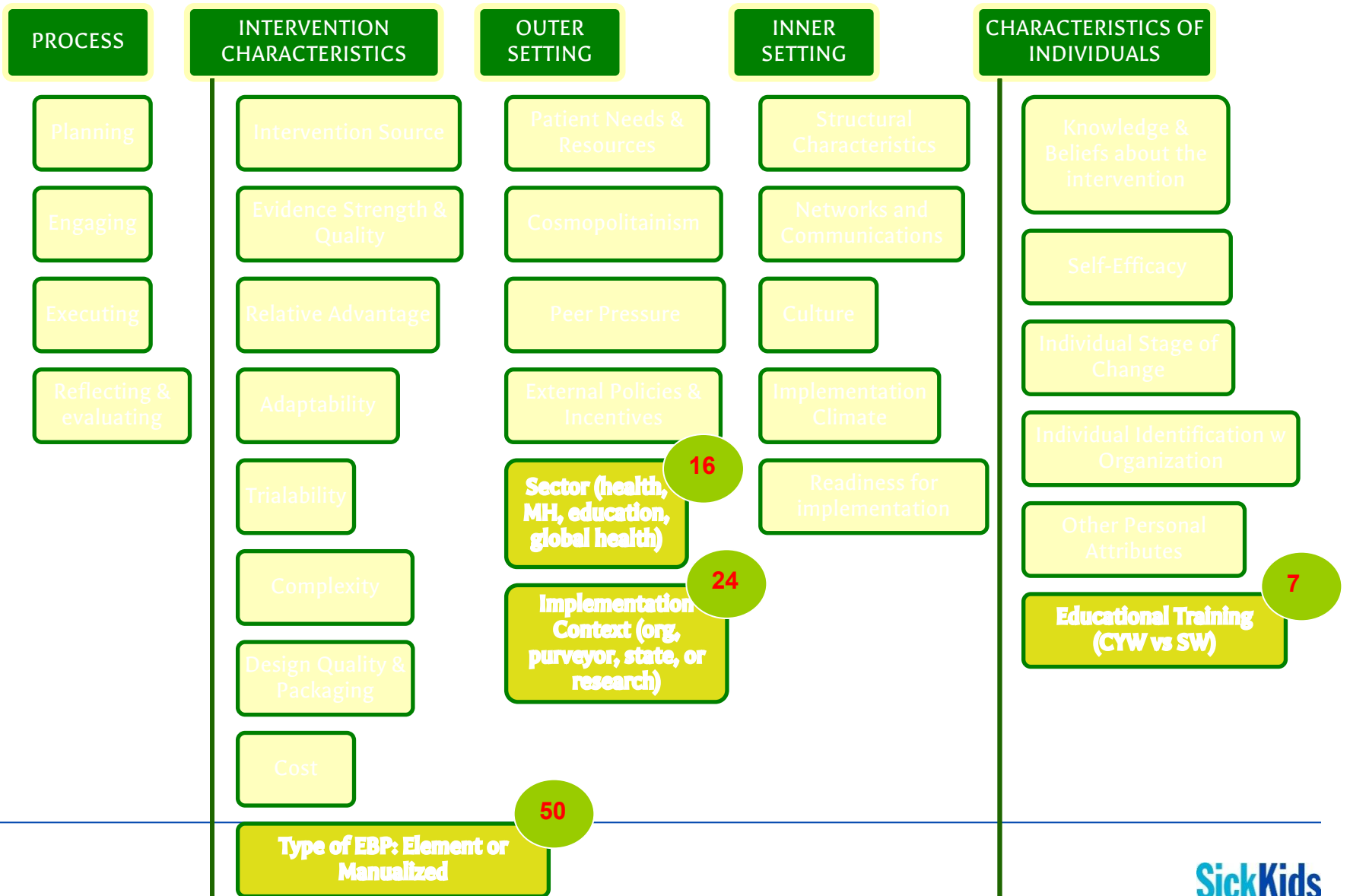
# Frequency of CFIR Factors - (Coaching calls & Final Focus Groups)



SOURCE: Damschroder LJ, Aron DC, Keith RE, Kirsh SR, Alexander JA, Lowery JC. Implement Sci. 2009 Aug 7;4:50.

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# Frequencies for New Emerging Factors



SOURCE: Damschroder LJ, Aron DC, Keith RE, Kirsh SR, Alexander JA, Lowery JC. Implement Sci. 2009 Aug 7;4:50.

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# Implementation of Exclusive Breastfeeding

## Maternal Newborn and Child Health Knowledge Management Initiative

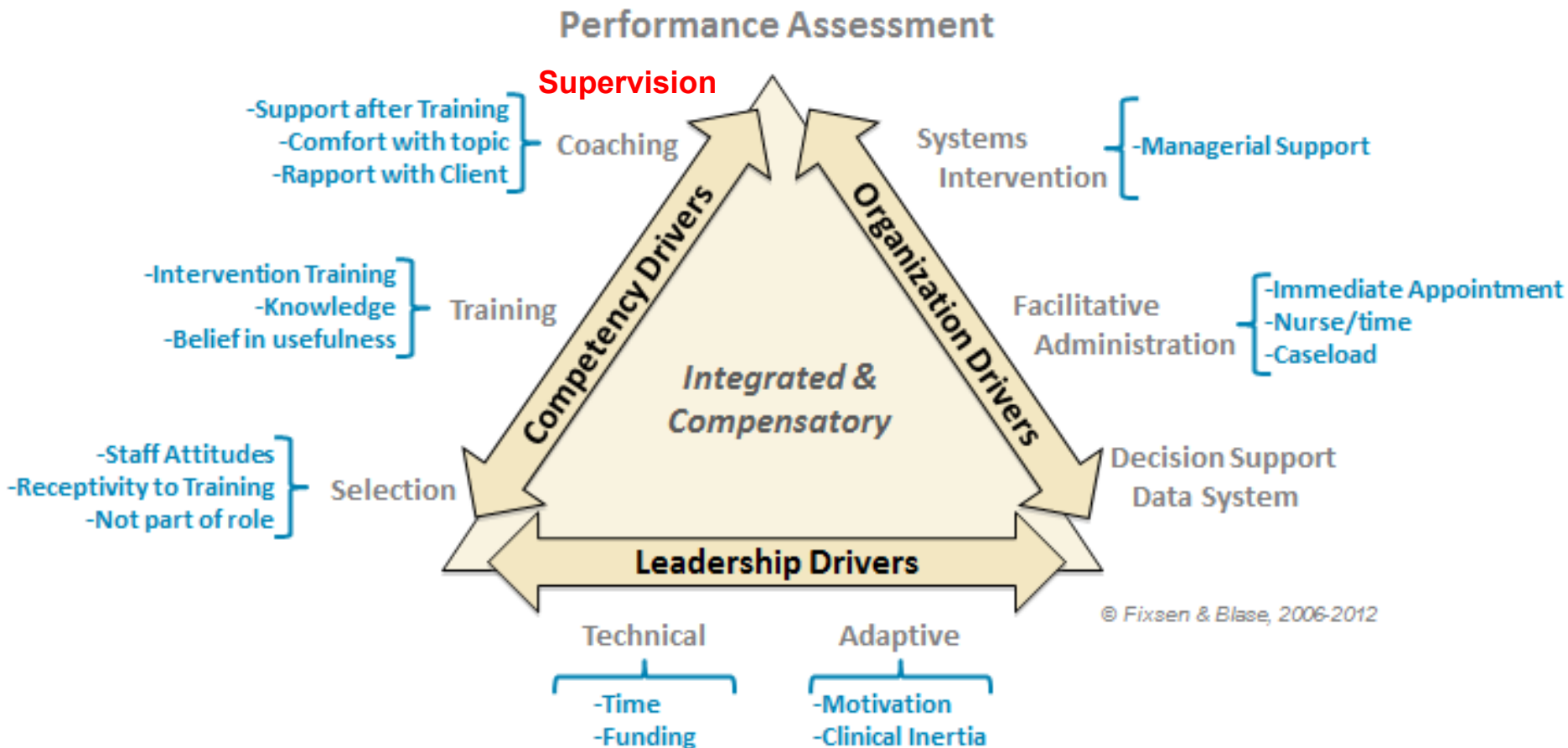


SOURCE: Barwick, Barac & Zlotkin (in progress). Evaluation of Effective Implementation of Exclusive Breastfeeding in Ethiopia and Mali Using the Consolidated Framework for Implementation Research. Funded by *Department of Foreign Affairs, Trade and Development Canada*

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# New Implementation Driver



SOURCE: Fixsen et al.,2005



# Single Most Important Things: Selection







25 years sleeping  
10.3 years working  
48 days having sex  
17 years trying to lose weight  
nearly 1 year deciding what to wear  
8 years shopping  
3 months in traffic  
70% of our waking life in front of digital media  
14 days kissing  
2 years sitting in meetings  
5 years sitting at our desk

So....maybe we can find time for reflection.

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SOURCE: Everest College of Canada

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# Most Important Things: Training



# Single Most Important Things: Coaching



# Single Most Important Things: Organization Drivers

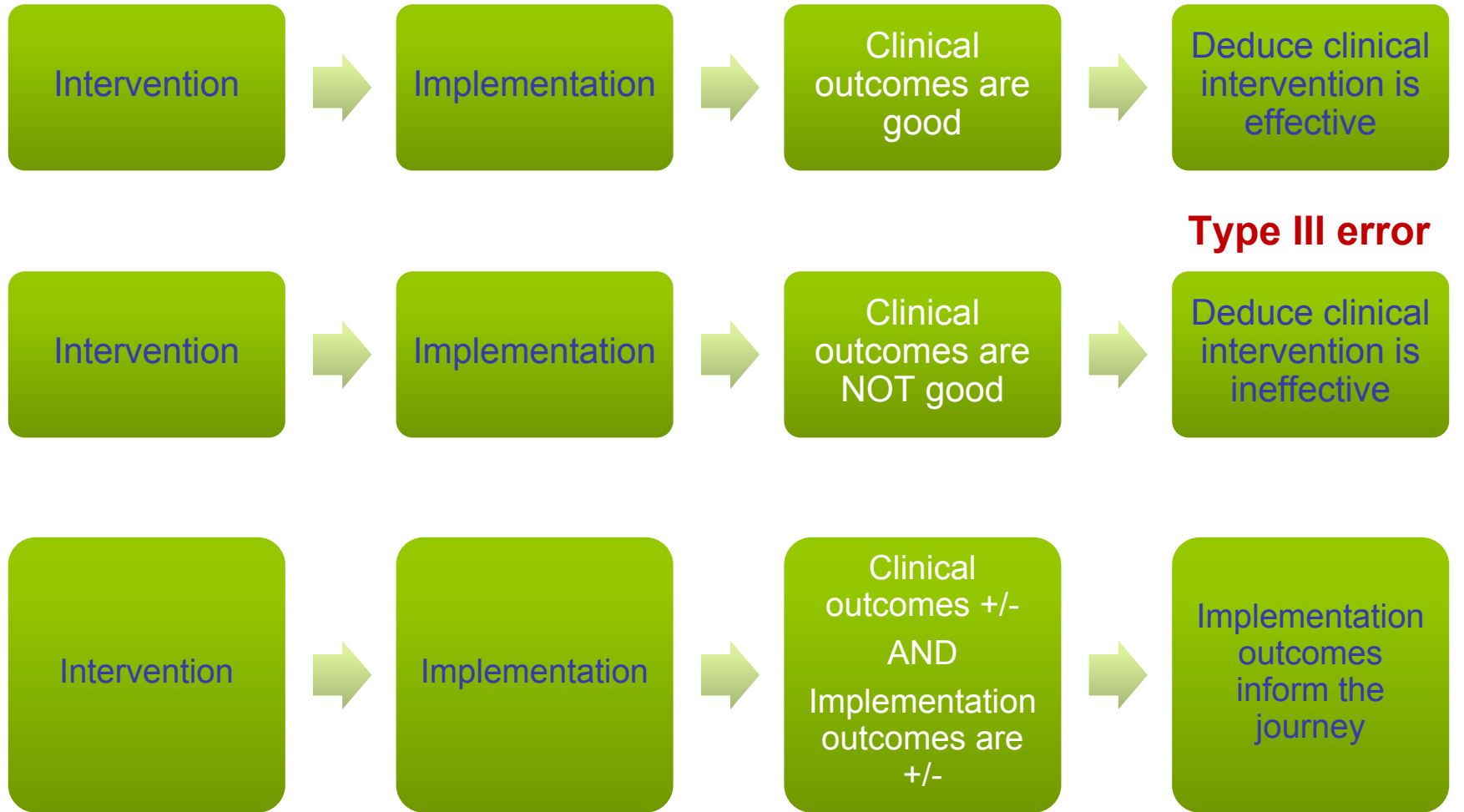


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Implementation efforts require measurement of *implementation outcomes* and not just clinical or system outcomes.

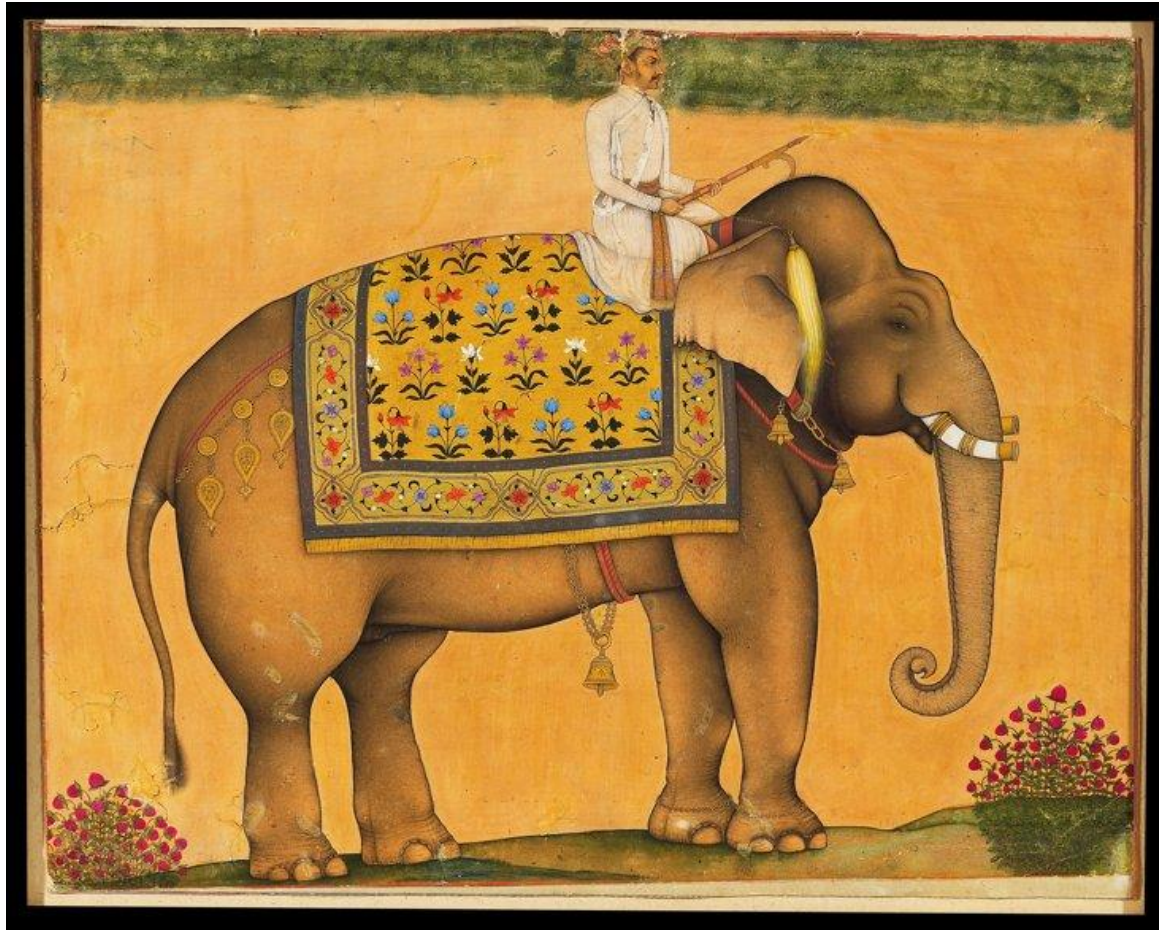
# Outcomes





# Fidelity





SOURCE: Jonathan Haidt, *The Happiness Hypothesis*, 2005

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SOURCE Heath, C., & Heath, D., (2010). *Switch: How to change things when change is hard*. Toronto: Random House Canada

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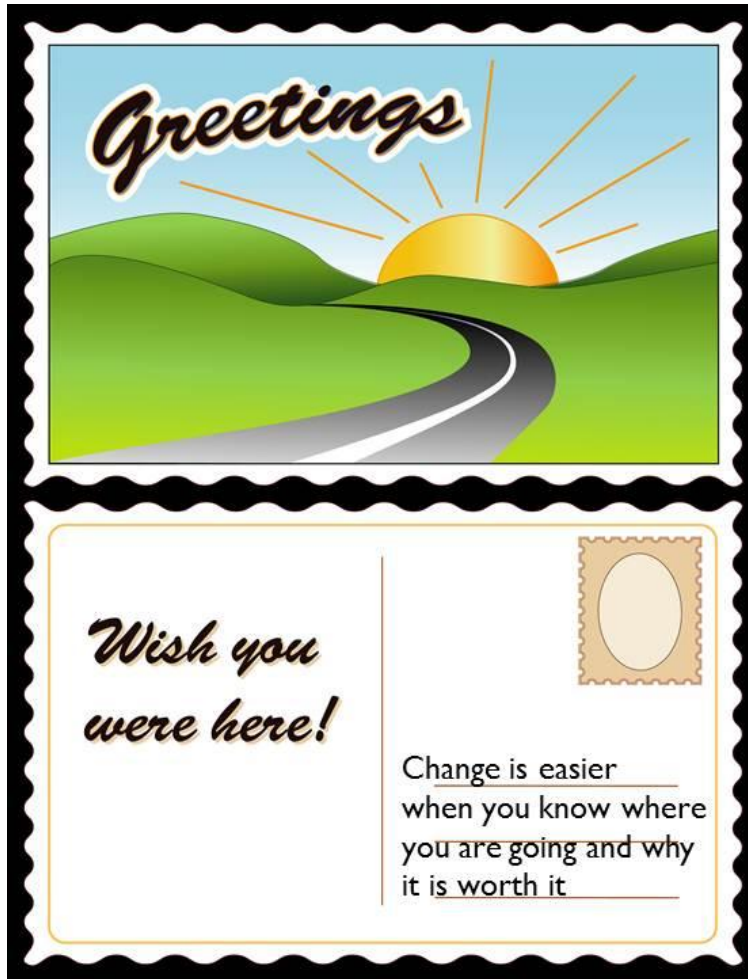
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©Ron Leishman \* [illustrationsOf.com/1097403](https://www.illustrationsOf.com/1097403)





Destination postcards:  
Shows the Rider where you are headed and the Elephant why the journey is worthwhile



There is a growing library of openly accessible resources to help practitioners map their own implementation journey.

# Implementation Curriculum



## Learning modules - Implementation


Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7
Opening module	Leading organizational change	Teamwork and collaboration	Needs assessment	Implementing evidence-informed practices	Monitoring and evaluating outcomes	Closing module

SOURCE: <http://www.excellenceforchildand youth.ca/resource-hub/learning-modules>

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# Clips on Implementation

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 **Melanie Barwick** Videos Playlists Channels Discussion


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Melanie Barwick uploaded a video

 **Implementation in Schools**  
1 month ago • 409 views  
This is one of 5 video clips developed from our research on the implementation of evidence-based practices in child and youth mental health, funded by the Canadian


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Melanie Barwick uploaded a video

 **Coaching and Implementation**  
1 month ago • 298 views  
This is one of 5 video clips developed from our research on the implementation of evidence-based practices in child and youth mental health, funded by the Canadian


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Melanie Barwick uploaded a video

 **Fidelity and Implementation**  
1 month ago • 311 views  
This is one of 5 video clips developed from our research on the implementation of evidence-based practices in child and youth mental health, funded by the Canadian

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Melanie Barwick uploaded a video

 **Implementation Teams**  
1 month ago • 255 views  
This is one of 5 video clips developed from our research on the implementation of evidence-based practices in child and youth mental health, funded by the Canadian

SOURCE: Melanie Barwick - <https://www.youtube.com/channel/UC21ckQoBd5tf4qO6Rv1WWjQ>

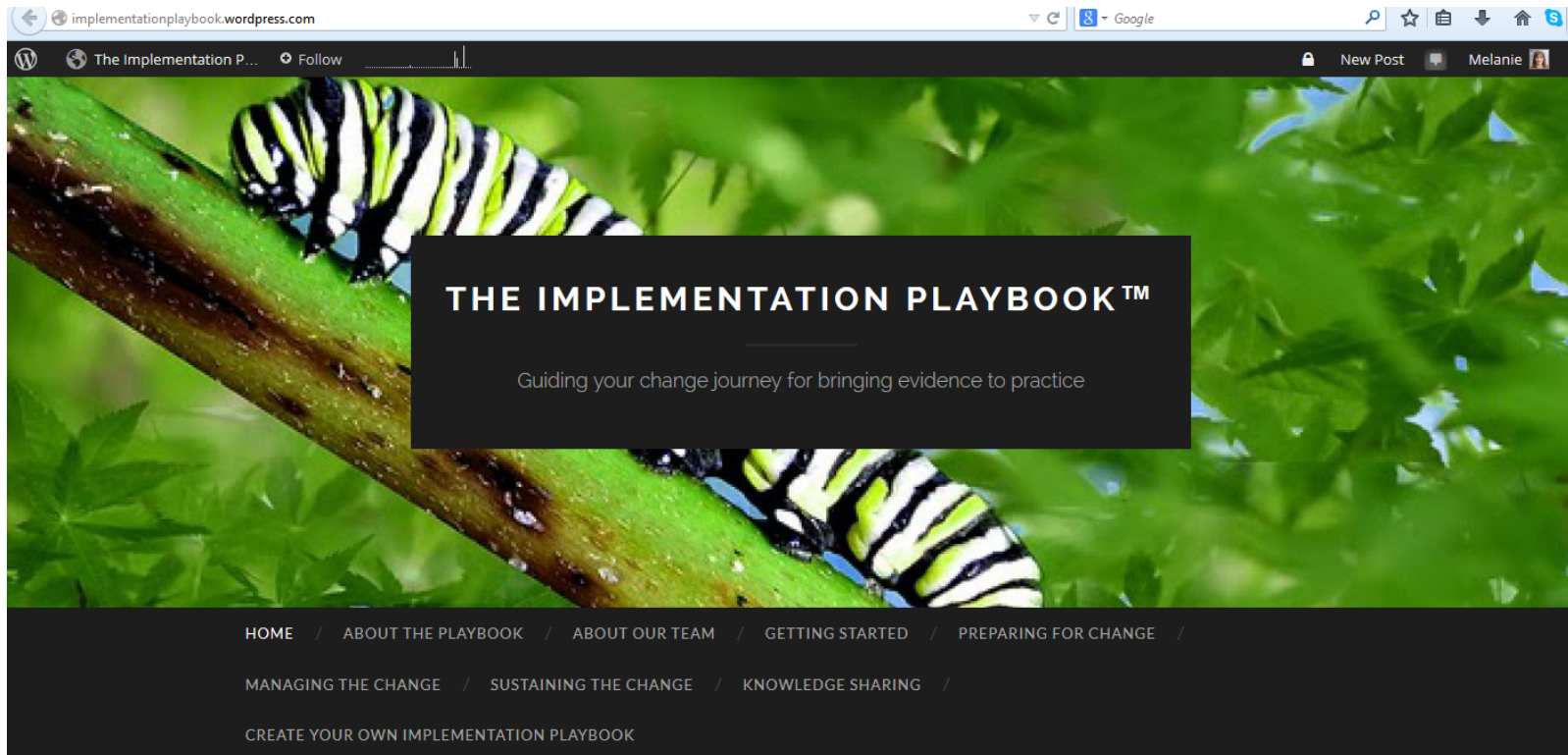
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# The Implementation Playbook TM



SOURCE: Melanie Barwick - <http://implementationplaybook.wordpress.com/>

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# National Implementation Research Network

The screenshot shows the NIRN website interface. At the top left is the NIRN logo, which consists of a red spiral icon followed by the text 'nirn' in a bold, lowercase font, and 'National Implementation Research Network' in a smaller font to its right. The top navigation bar is dark blue with white text for 'Home', 'Active Implementation', 'Research & Resources' (which is highlighted in red), 'News & Discussion', 'About NIRN', and 'Workgroups'. To the right of the navigation bar is a search box with a 'Search' button. Below the navigation bar, on the left, is a vertical sidebar with a dark grey background and white text, listing categories: 'Browse Research & Resources', 'Articles, Books and Reports', 'Presentations', 'Reviews', 'Links and Additional Resources', 'Newsletter Archive', and 'Cases'. The main content area has a white background and features the heading 'Research and Resources' in bold. Below this heading is a paragraph of text: 'NIRN continually produces new research and publications related to Active Implementation Science. Please use the navigation on the left to browse resources. Or, use the search feature below to find specific items. Note, "planning tools" are now located on the [Active Implementation Hub](#).' Below this paragraph is the heading 'Quick Planning Tool Links' in bold, followed by a bulleted list of four links: 'The Hexagon Tool - Exploring Context', 'ImpleMap: Exploring the Implementation Landscape', 'Stages of Implementation Analysis: Where Are We?', and 'Implementation Drivers: Assessing Best Practices'.

**nirn** National Implementation Research Network

Home Active Implementation **Research & Resources** News & Discussion About NIRN Workgroups  Search

**Browse Research & Resources**

- Articles, Books and Reports
- Presentations
- Reviews
- Links and Additional Resources
- Newsletter Archive
- Cases

## Research and Resources

NIRN continually produces new research and publications related to Active Implementation Science. Please use the navigation on the left to browse resources. Or, use the search feature below to find specific items. Note, "planning tools" are now located on the [Active Implementation Hub](#).

### Quick Planning Tool Links

- [The Hexagon Tool - Exploring Context](#)
- [ImpleMap: Exploring the Implementation Landscape](#)
- [Stages of Implementation Analysis: Where Are We?](#)
- [Implementation Drivers: Assessing Best Practices](#)

SOURCE: <http://nirn.fpg.unc.edu/resource-search>

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## Creating Knowledge

Read more about our research



Advancing the  
Science & Practice  
of Implementation



Knowledge  
Translation  
And Exchange



Program Evaluation  
& Implementation  
Research



Read more  
about our  
approach to  
sharing  
knowledge

[View now](#)

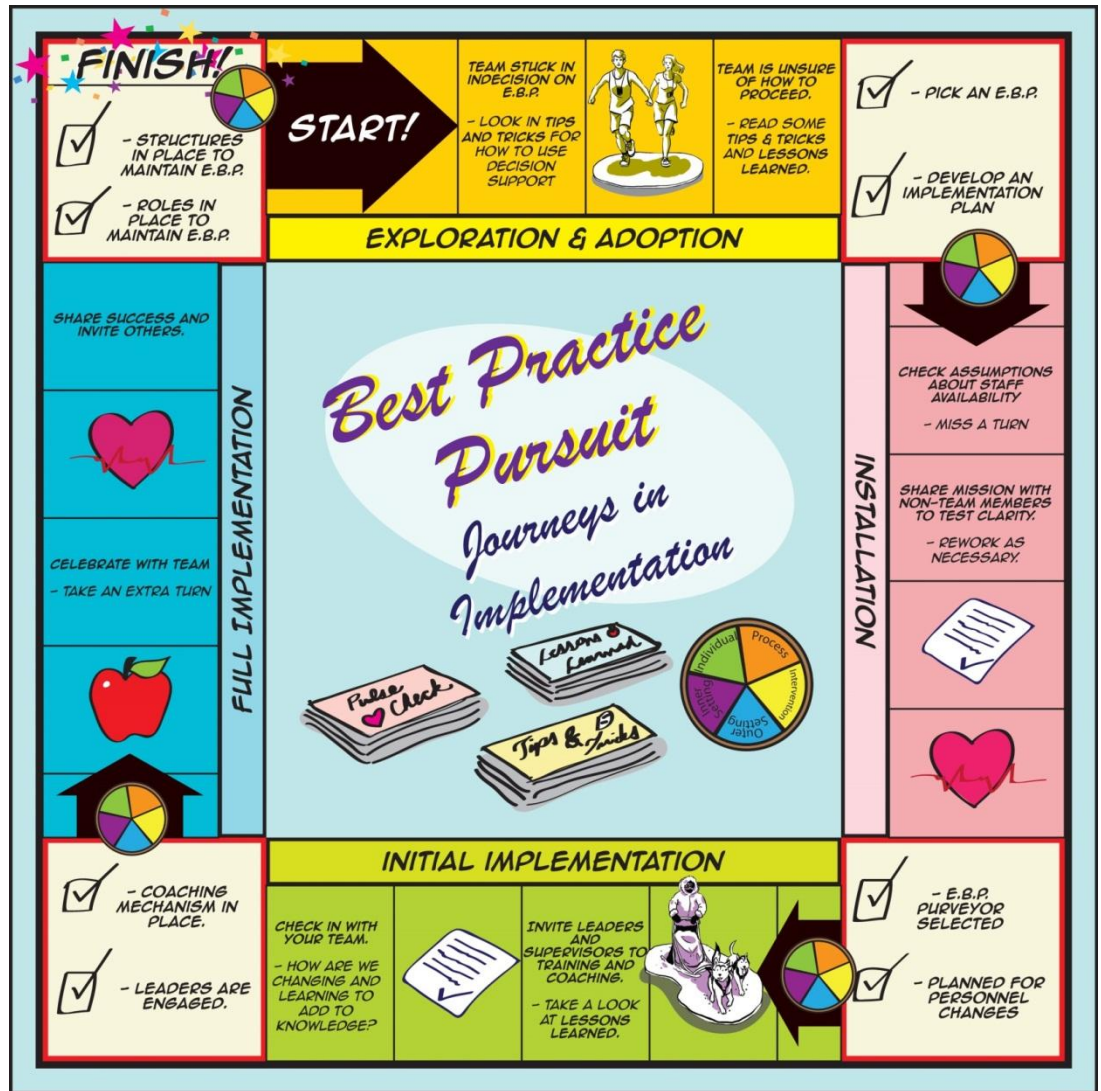
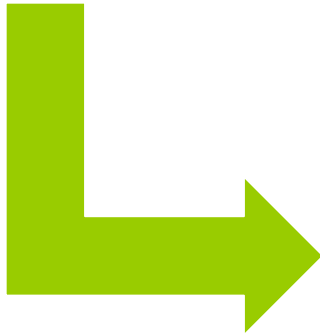
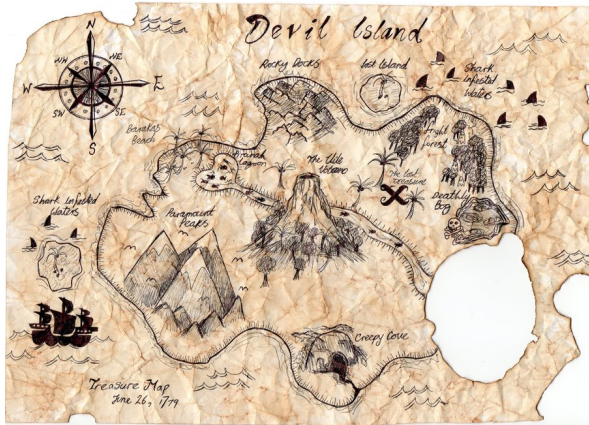


Conducting  
Best Practice  
Research Synthesis



Program  
Implementation

We are beginning to identify key factors that are implicated in effective implementation of evidence in practice across different sectors, and we are focusing on how to measure these key elements in a standardized way so that a common story can be told across case studies and contexts.





“ Don't get hung up on the hard times, the challenges. Tell your story by highlighting the victories. Because it's *your* victories that will inspire, motivate, encourage other people to live their stories in grander ways. ”

— IYANLA VANZANT

# Research Team & Collaborators

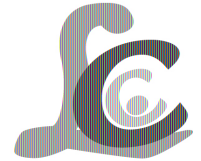
Melanie Barwick, Sickkids / U Toronto  
Charles E. Cunningham, McMaster  
Rosemary Tannock, Sickkids / OISE  
Rhonda Martinussen, OISE  
Peter Chaban, Sickkids  
Kathryn Bennett, McMaster  
Don Buchanan, Hamilton Wentworth District School Board  
Bruce Ferguson, Sickkids  
Raluca Barac, SickKids  
Sabine Johnson, SickKids  
Lindsay Bennett, McMaster University

## **Institutional Partners**

Children's Mental Health Ontario  
Ontario Ministry of Children and Youth Services  
Ontario Ministry of Education  
Ontario Centre of Excellence for Child and Youth Mental Health

## **Community Based Research Partners**

Associated Youth Services of Peel  
Lynwood-Charlton Centre  
Child Development Institute  
Craigwood Youth Services  
Bluewater District School Board – Dundalk Proton Community School



Lynwood Charlton Centre



implementation Mental segments

Health evaluate identified  
growth study separate document  
effective consumer field  
different across methodology  
change modeling  
EBP

evidence-based  
readiness approach  
school  
practitioners  
Translation transfer  
Projects  
based together  
Knowledge

model  
evidence  
practice  
research  
preferences  
Youth

