FROM DATA DESERTS TO DATA FLOODS

De-Mystifying Fidelity

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Not all Implementation is Equal

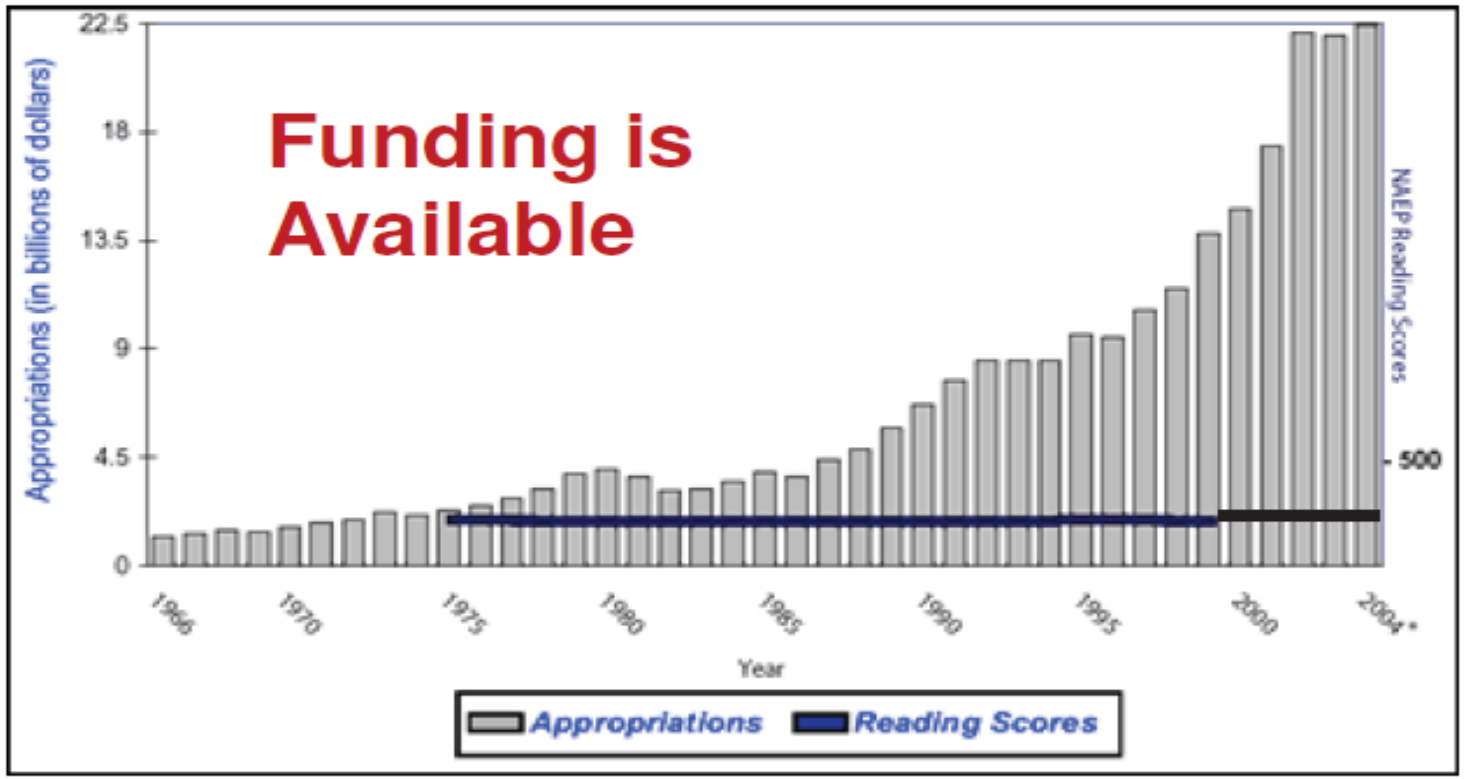
Intentional Implementation

Hoping

Helping

Making

Federal SPENDING on K-12 Education under the Elementary and Secondary Education Act and NAEP READING Scores (Age 9)



Hoping

Paper-level implementation

Checking the boxes

Changing the policy (but not the practices)

Monitoring compliance

Expecting others to do the work

Helping

- Process-level implementation
- Developing new operational procedures
- Using new language
- Classroom training
- Counting important activities and events

Making

Performance-level implementation

New practices become normal habits rather than the new thing

The habits become part of the culture

Ongoing feedback loops (Quality, Density, Time)

Implementation Science

Paper- Letting it happen

- Recipients are accountable
- New policies, forms, checklists
- Compliance monitoring

80-90% of the people dependent innovations in business stop at the paper level (Rogers, 2002)

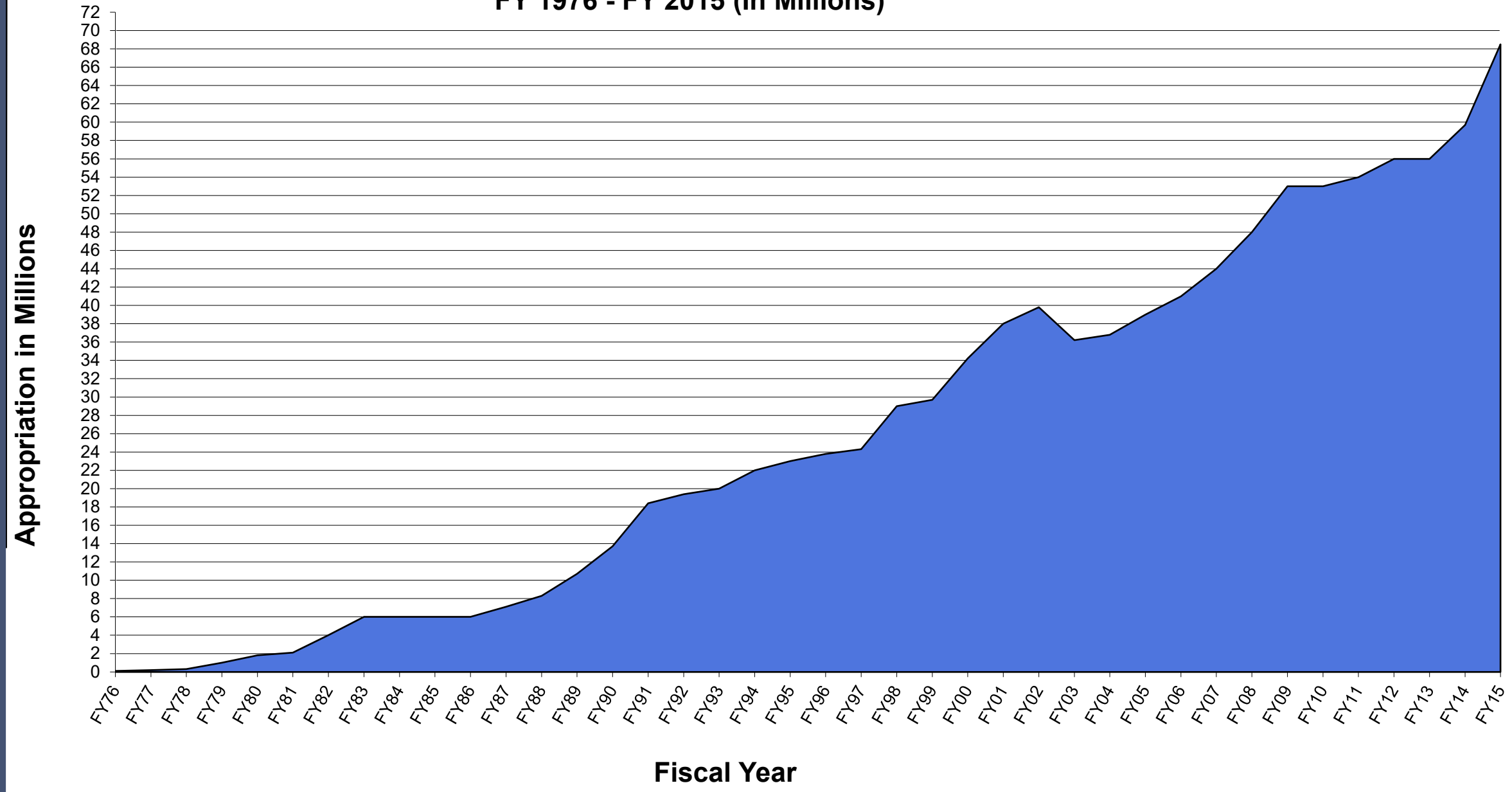
Process- Helping it happen

- Recipients are accountable
- Processes change with little operational impact
- Training, manuals, databases
- New language adopted

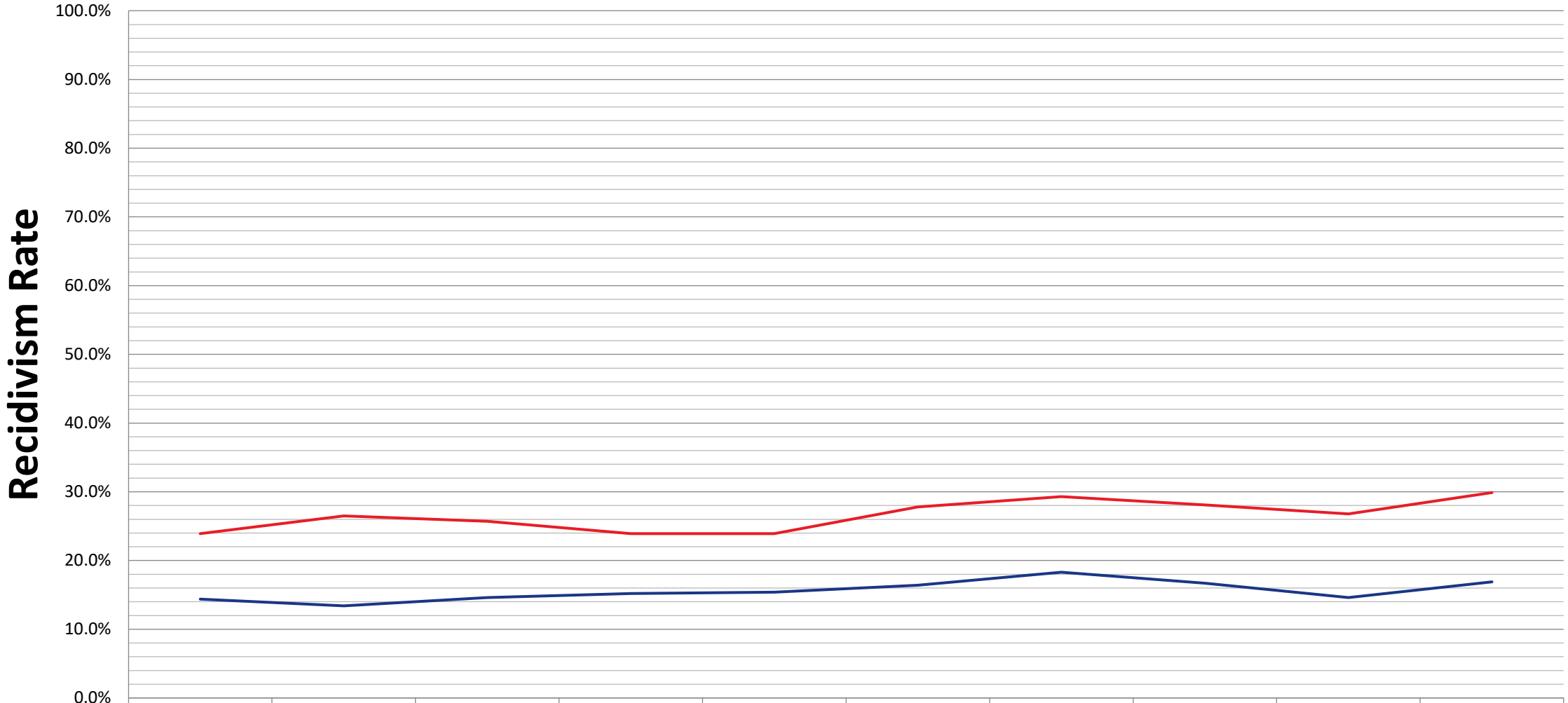
Performance- Making it happen

- Purposeful use of implementation practices and science
- Measure outcomes and produces benefits to consumers
- Implementation teams are accountable
- New practice is integrated into organizational culture (the new norm)

Community Corrections Appropriations
FY 1976 - FY 2015 (In Millions)



Recidivism Data in Community Corrections
Terminations from 2000 Through 2012



	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY11&12
12 Month	14.4%	13.4%	14.6%	15.2%	15.4%	16.4%	18.3%	16.7%	14.6%	16.9%
24 Month	23.9%	26.5%	25.7%	23.9%	23.9%	27.8%	29.3%	28.1%	26.8%	29.9%

TRADITIONAL IMPLEMENTATION PLANNING

- HOW SOON CAN WE START?
- HOW FAST CAN WE GET THIS DONE?
- HOW MANY PEOPLE MUST WE TRAIN?
- WHERE DO WE START?
- WHEN WILL THE IMPLEMENTATION PROJECT BE "OVER?"

5 Dynamics(TM)

of Effective implementation

The Data Dynamic
of Effective implementation

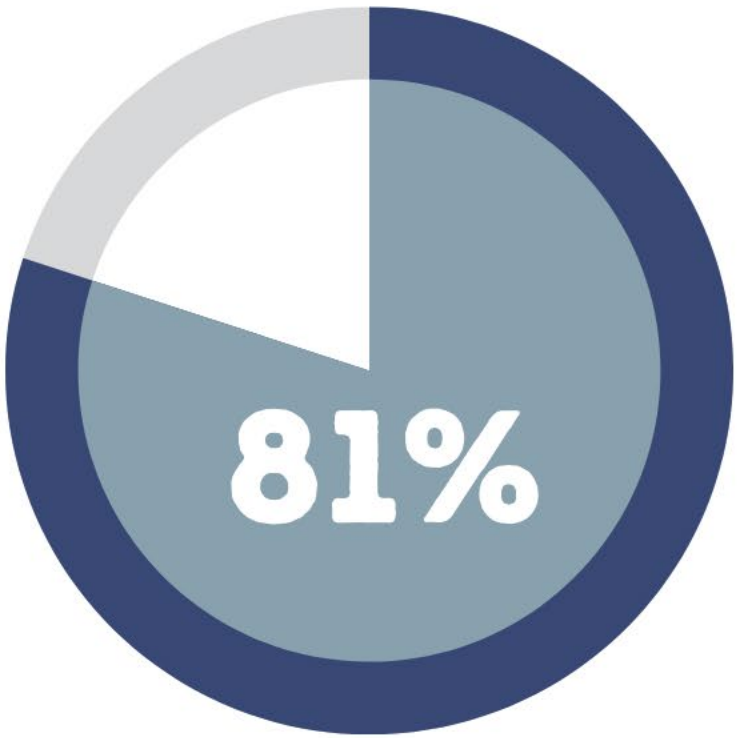
- Using training and coaching data to further develop staff, implementation team and leadership
- Building, adopting, using fidelity measurement tools
- Using fidelity data to gauge incremental progress
- Building or improving current data and data systems to accomplish these goals
- Implementation Dynamics Assessment - Using formal tools to measure our implementation approaches

FIDELITY

FIDELITY MATTERS

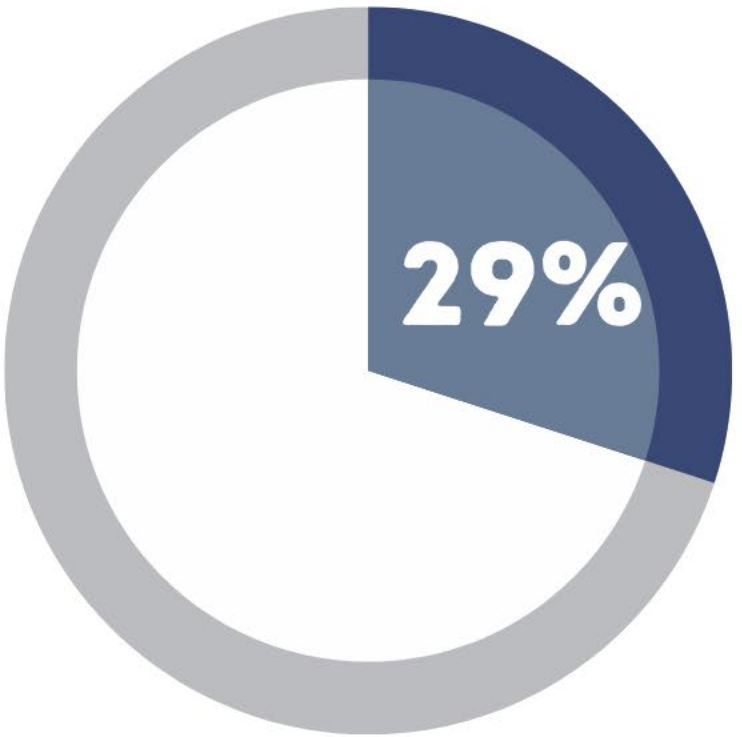
DIALECTICAL BEHAVIORAL THERAPY (DBT) PLUS 12-STEP SUPPORT (FOR OPIOID-DEPENDENT WOMEN)

HIGH-FIDELITY THERAPISTS



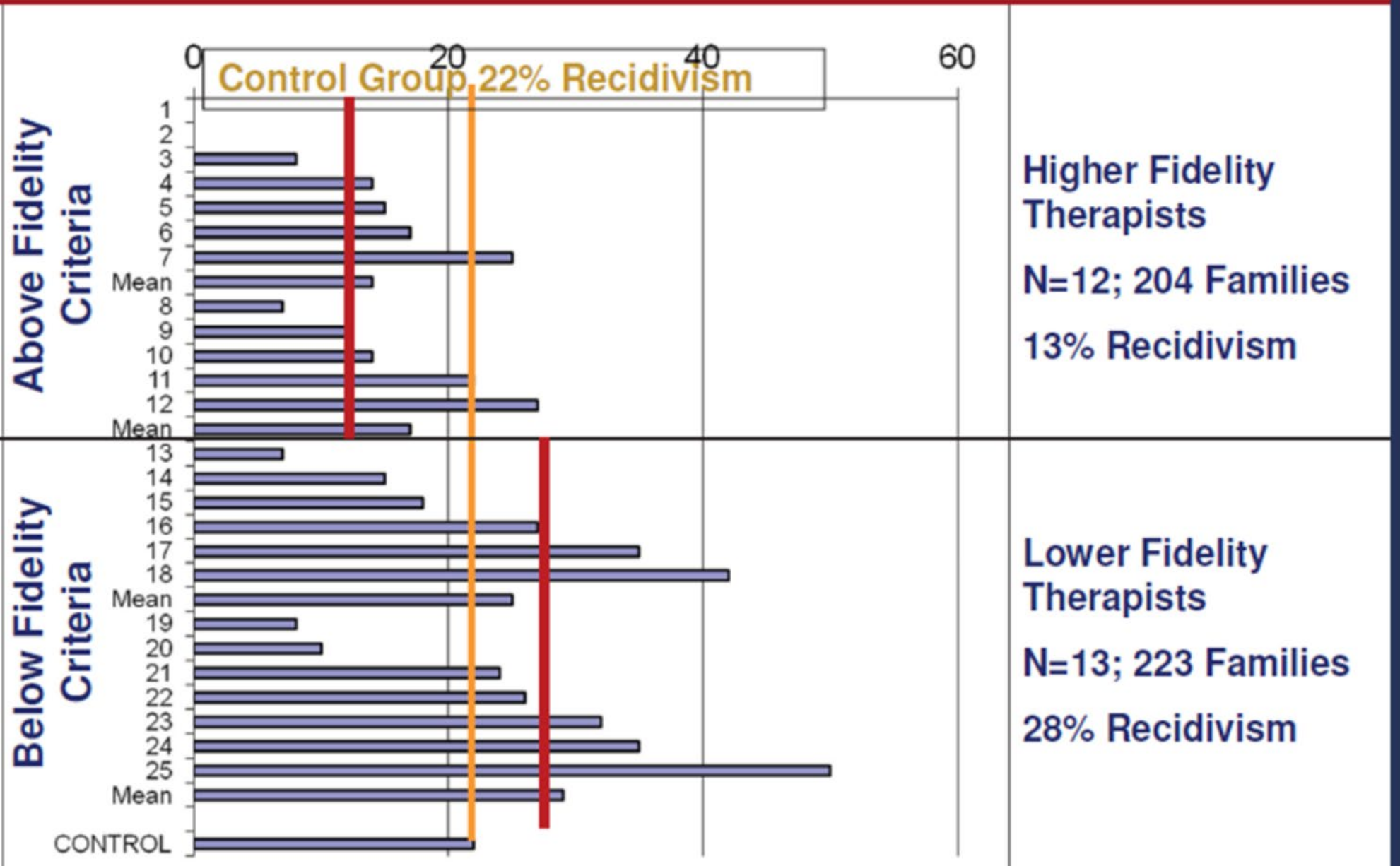
ABSTINENCE (DRUG FREE U/A)

LOW-FIDELITY THERAPISTS



Linehan, M. M., Dimeff, L. A., Reynolds, S. K., Comtois, K. A., Welch, S. S., Heagerty, P., & Kivlahan, D. R. (2002). Dialectical behavior therapy versus comprehensive validation therapy plus 12-step for the treatment of opioid dependent women meeting criteria for borderline personality disorder. Drug and alcohol dependence, 67(1), 13-26.

Functional Family Therapists (WSIPP)



Higher Fidelity Therapists

N=12; 204 Families

13% Recidivism

Lower Fidelity Therapists

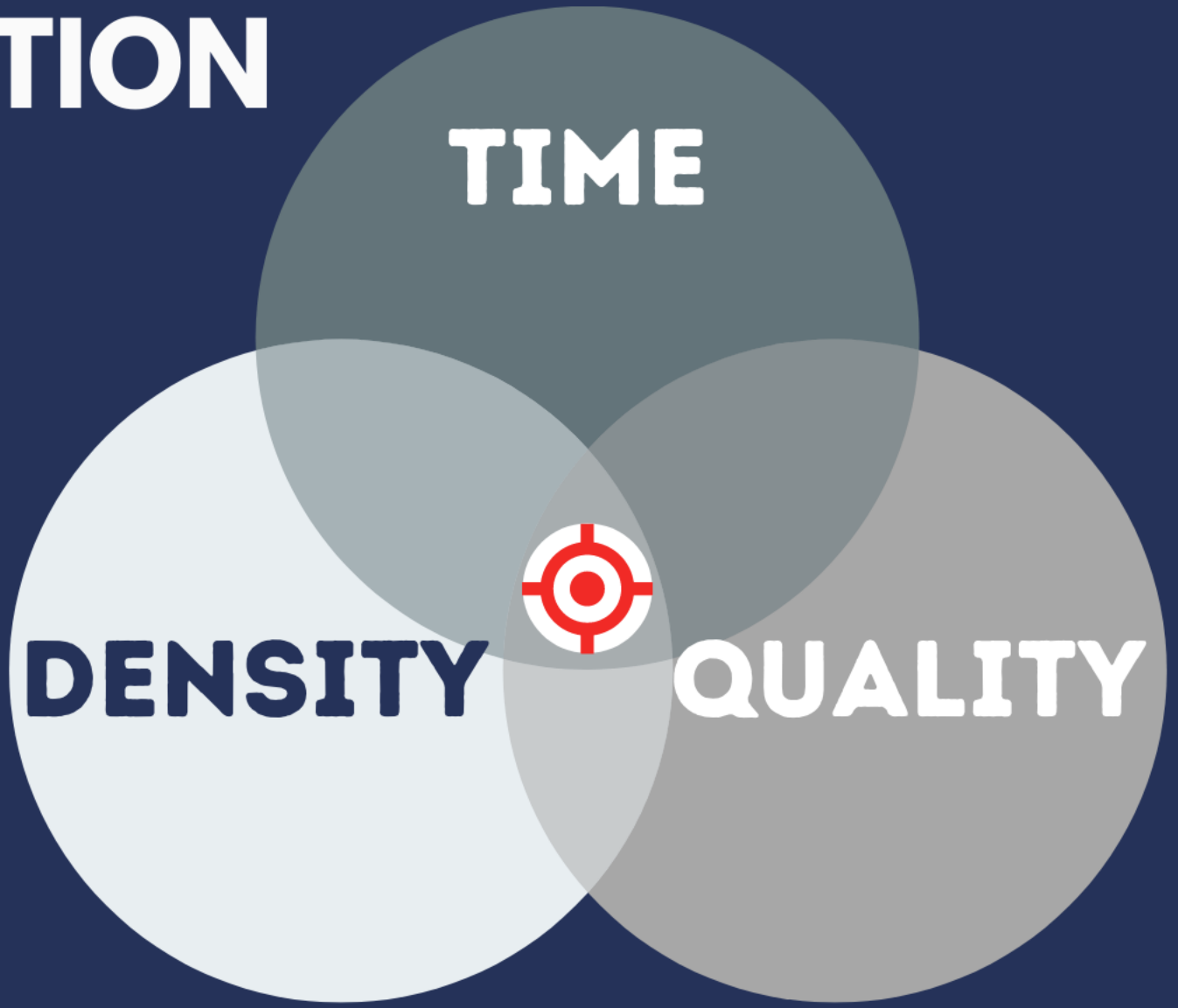
N=13; 223 Families

28% Recidivism

FIDELITY

source: National Implementation Research Network (NIRN)

THE 3 ELEMENTS OF IMPLEMENTATION FIDELITY



ACJI

Three Levels of Quality to Consider

Content
(What am I doing?)

Does your policy, program, or practice align with your goals?

Can you explain the connection between problem and solution?

Does your solution address the problem?

Do you have all the necessary components?

Compliance
(Am I doing it?)

What are the non-negotiables?

Are they clear for everyone? Are they measurable?

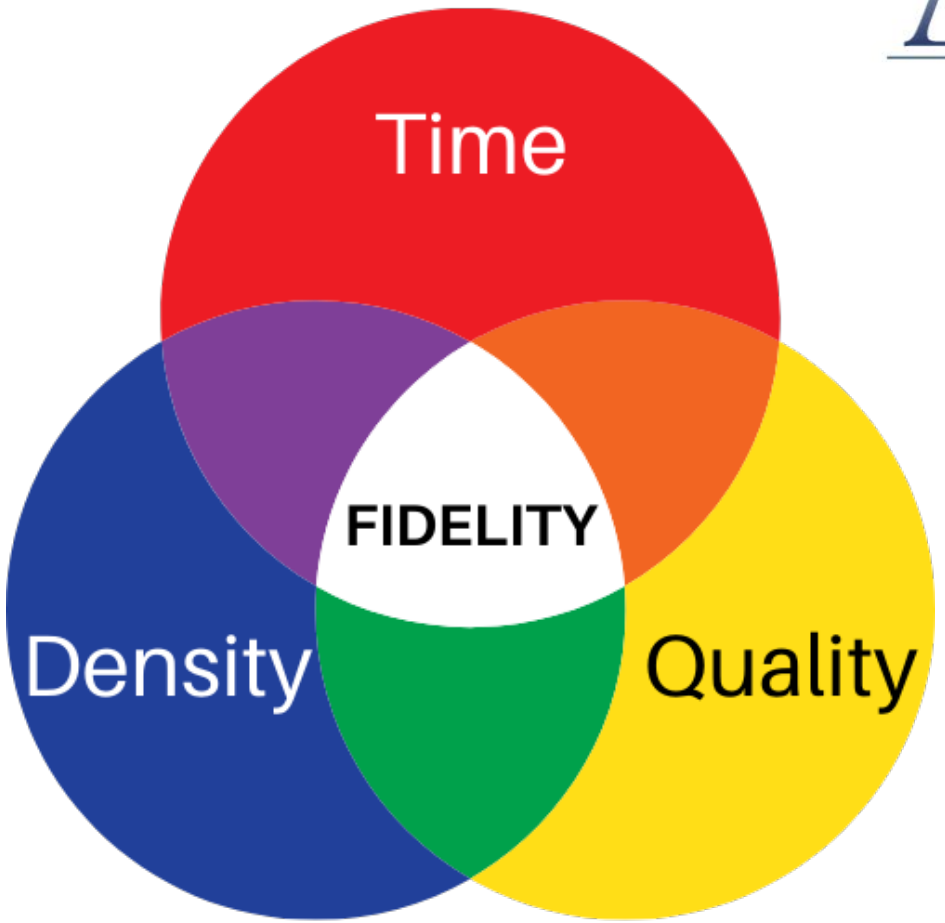
Are the non-negotiables happening as designed?

Competence
(How well am I doing it)

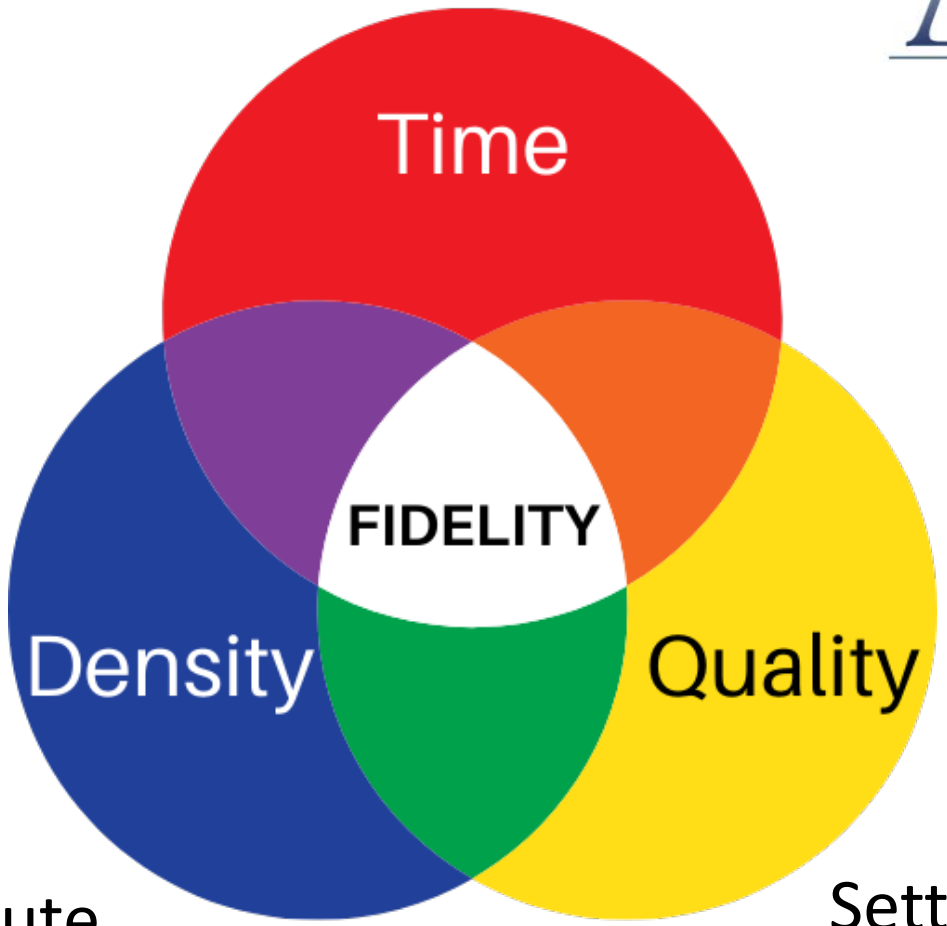
How well things are being delivered?

Do staff have the skills to deliver?

Are they doing it well?


Time
FIDELITY
Density
Quality

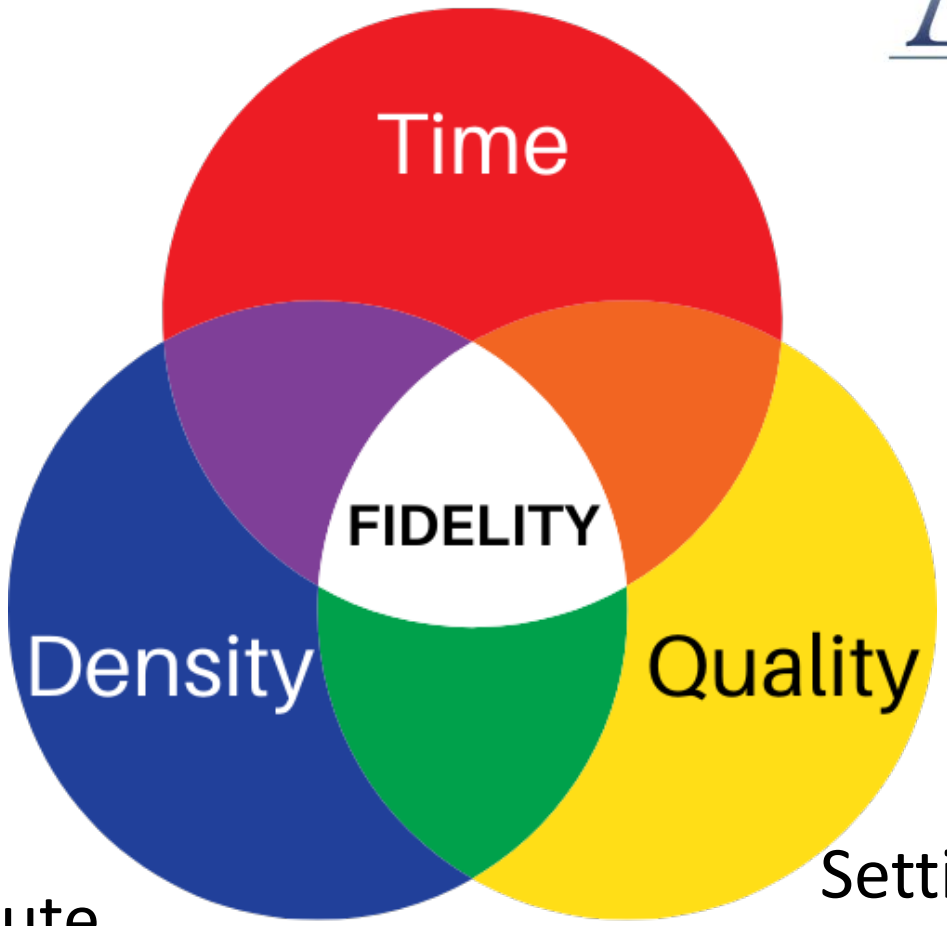
3 days



30 Minute Sessions

Setting at 15, Heart rate up, lots of sweat

90 days



30 Minute Sessions

Setting at 1, little change in heart rate, little sweat

Why isn't this working?!

The Importance of Fidelity

Understand

What is the innovation? What are the core components? Does the data support the need?

Scale

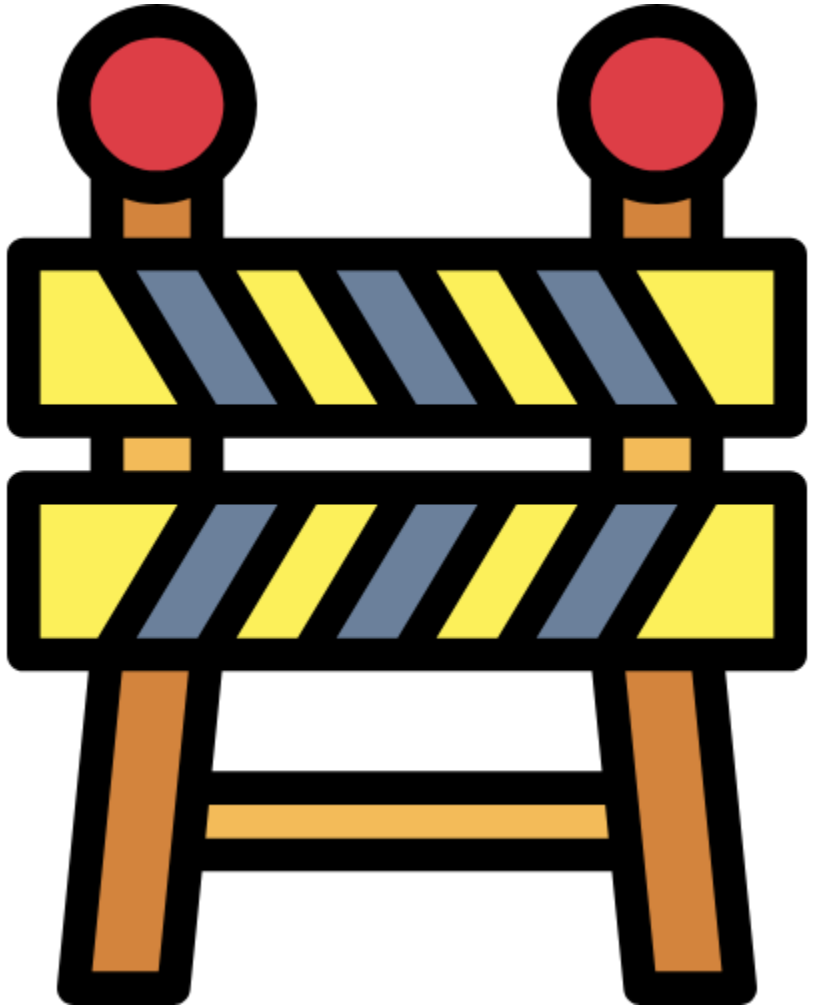
Are we doing what we said we would? Are we doing it well? How do we know?

Replicate

What did we learn? What do we need to be successful? Is data used to support the outcome?

- *Fidelity helps us understand which part of programs have an impact and which do not.*
- *Fidelity measures ensure that the replication and scaling of effective programs, remain impactful.*

Barriers to Fidelity



- Choosing the wrong focus
- Changing strategy too soon
- Scaling too quickly
- Staff changes
- Staff competence and expectations
- Lack of training support
- Lack of coaching support
- Limited resources
- Competing demands on staff time

IMPLEMENTATION FAILURE

IS OFTEN DISGUISED AS INNOVATION FAILURE

FAILURE?

A Case Study

- The legislature has appropriated $2 million to the Division of Housing to:
  - Provide subsidies and rent vouchers to landlords to support housing for
    - Individuals with felony convictions exiting prison
    - Individuals who are defined as chronically homeless by DOH
  - Goal of funding is to support stable housing for 6 months or more
  - Unused funds will be reverted and appropriation for next year will be adjusted as a result

A Case Study – The Non-Negotiables

- The legislature has appropriated $2 million to the Division of Housing to:
  - Provide **subsidies and rent vouchers** to landlords to support housing for
    - **Individuals with felony convictions exiting prison**
    - **Individuals who are defined as chronically homeless by DOH**
  - Goal of funding is to support **stable housing for 6 months or more**
  - Unused funds will be reverted and appropriation for next year will be adjusted as a result

Non-Negotiables and Fidelity

Six months into the program you realize…

- You have a 90% acceptance rate among landlords with individuals identified as chronically homeless
  - Identifying individuals who meet the criteria has been tough
  - Most individuals who do qualify disappear after the initial screening
  - The average length of stay for those who receive housing is 2.5 months

- You have a 40% acceptance rate among landlords with individuals who are exiting prison
  - You were working with a staff person at DOC but they have since moved on and no one is returning your calls
  - Individuals in need of housing have some tough backgrounds and landlords are concerned
  - The average length of stay for those who receive housing is 5 months

- $1.75 million remains unspent at this time

Volunteer

REFLECT & DISCUSS

Is there agreement on what the highest impact strategies are in your work?

Does everyone know what the non-negotiables are?

What opportunities exist here?

5 Dynamics™ of Effective Implementation

Implementation Challenges:

- *Questionable outcomes*
- *Are we really doing it?*
- *Is it working?*
- *Are we meeting fidelity?*

Implementation Activities:

- *Building & adopting tools*
- *Identifying impactful data*
- *Collecting and sharing data across the organization*

Applied tools and strategies:

- *Abbreviated Dynamics Assessment*
- *3 levels of fidelity*
- *3 components of quality*