Maternal Health
Learning & Innovation Center™

USING IMPLEMENTATION FRAMEWORKS TO SELECT AND SUSTAIN INNOVATIONS FOR THE FUTURE

Amy Mullenix, Leslie deRosset, Alesia Bailey

April 2023

MaternalHealthLearning.org

Acknowledgement Statement

Learning Objectives

By the end of this session, participants will:

1. Increase their knowledge of the implementation stages associated with the Active Implementation Framework;

2. Increase their knowledge of the implementation drivers associated with the Active Implementation Framework;

3. Increase their skills in applying the implementation stages and drivers to their own MHI innovations; and

4. Increase their awareness of resources and tools to assess the sustainability of their MHI innovations

What is Implementation?

"A process
involving **multiple decisions**,
actions, and **corrections** to
**change the structures and
conditions** necessary
to successfully implement and
sustain new programs
and innovations."

What is 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.

Implementation Math

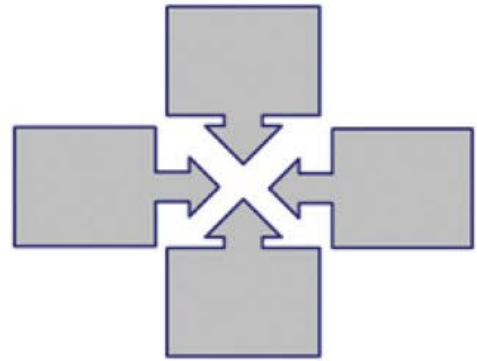| Effective Interventions	×	Effective Implementation	×	Enabling Context	=
The What		**The How**		**The Who & Where**	

Improved Maternal, Child, Family, Community & Opportunity Outcomes

The Why

Active Implementation Frameworks

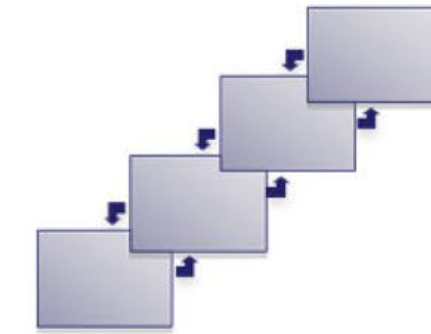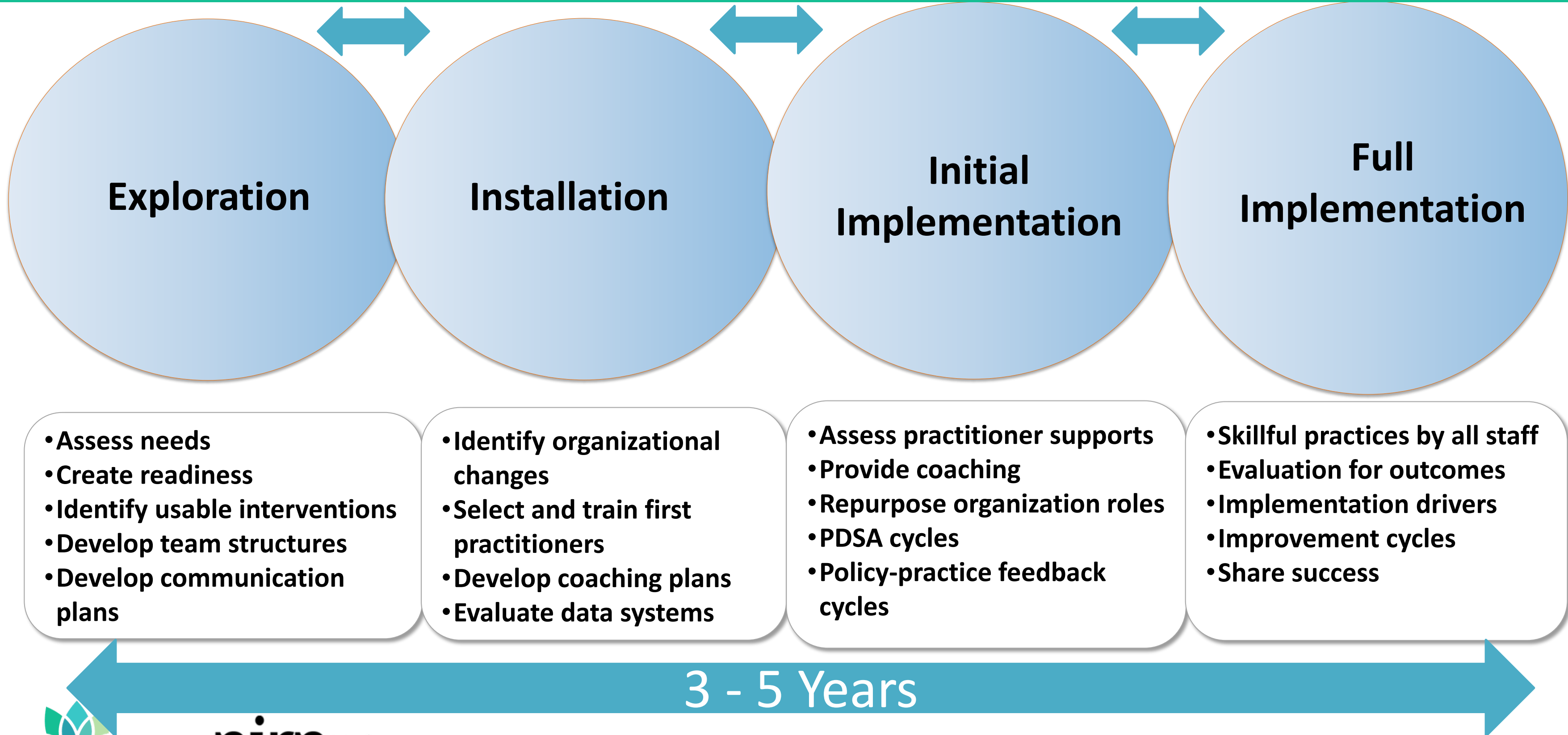| Usable Innovations	Stages	Drivers	Cycles	Teams
Innovations need to be fully operationalized through identification and description of a shared philosophy, essential functions, operational definitions, and a fidelity assessment	Implementation strategies need to be stage-appropriate; stages include exploration, installation, initial implementation, and full implementation	Clearly defined infrastructure components are necessary to support the innovation; includes organizational supports, competency supports for practitioners, and leadership capacity	Data-driven processes, such as PDSA cycles, should be used to inform decision making around innovation improvement and institutionalization of policy-practice feedback loops	Accountable structures are needed in the form of implementation teams to move innovations through the stages of implementation
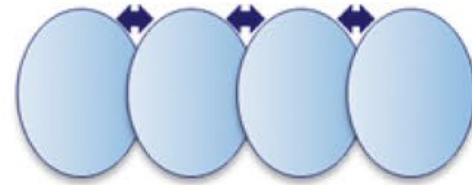
NIRN, Blasé & Fixsen, Blanchard et al., 2017; Fixsen et al., 2013; Metz & Bartley, 2012

Stages

Exploration

Installation

Initial Implementation

Full Implementation

- •Assess needs
- •Create readiness
- •Identify usable interventions
- •Develop team structures
- •Develop communication plans

- •Identify organizational changes
- •Select and train first practitioners
- •Develop coaching plans
- •Evaluate data systems

- •Assess practitioner supports
- •Provide coaching
- •Repurpose organization roles
- •PDSA cycles
- •Policy-practice feedback cycles

- •Skillful practices by all staff
- •Evaluation for outcomes
- •Implementation drivers
- •Improvement cycles
- •Share success

3 - 5 Years

nirn National Implementation Research Network

Reflection Time

- Think about your MHI innovations.

- Where do you think you are in the Implementation Stages?

- Take a few minutes to jot down the names of your Innovations on the Sticky Notes on the Table.
  - "yellow" - Exploration
  - "purple" - Installation
  - "light blue" - Initial Implementation
  - "orange-red" - Full Implementation

Reliable Benefits
↑
Consistent Uses of Innovations
↑

Fidelity

Coaching

Systems Intervention

Training

Facilitative Administration

Competency Drivers

Organization Drivers

Selection

Integrated & Compensatory

Decision Support Data System

Leadership Drivers

Technical

Adaptive

© Fixsen & Blase, 2008

Drivers

- Drivers are the key components of capacity that enable the success of innovations in practice

- Help develop the relevant competencies, necessary organization supports, and engaged leadership

Drivers

- **Competency** (Selection, Training, Coaching)
  - The mechanisms to develop, improve and sustain the ability to implement an innovation as intended

- **Organizational** (Systems Intervention, Facilitative Administration, Decision Support Data System)
  - The mechanisms to create and sustain hospitable organizational and system environments for the effective implementation of the innovation

- **Leadership** (Technical, Adaptive)
  - Focusing on providing the right leadership strategies for the different types of leadership challenges.
  - Ensuring the ability to provide guidance, support, and make decisions

Reflection Time

- At your table, consider the three drivers and for ONE of your innovations. (Handout page 4)

- In what areas are you strong and what areas are you challenged?

- After spending some time on your own, discuss your reflections at your table.

Summary

- We are all implementing things every day

- Implementation is not a linear process

- It does have identifiable stages with actions that need to happen in each in order to be successful

- It takes time it takes to move through the stages- depends on the complexity and context of the innovation, drivers, and other key factors

- Implementation frameworks provide a structure for teams to intentionally plan, implement, and sustain an innovation

Reflection Time – Putting It All Together (p. 5)

Cohort 1 (2019):
- Which of your innovations that are in full implementation are you considering scaling and/or sustaining?
- Which of your innovations that are in earlier stage do you want to scale and/or sustain before the end of the Year 5?
- What do you need to be successful? How can MHLIC support you?

Cohort 2 (2022):
- What are some of the biggest successes you have had to date with your Innovations?
- What are some of the biggest challenges you have had to date with your Innovations?
- What do you need to be successful? How can MHLIC support you?

Sustainability Tools + Resources

Environmental Support

Funding Stability

Communications

Strategic Planning

Partnerships

Program Adaptation

Program Evaluation

Organizational Capacity

Engaged Staff & Leadership

Engaged Stakeholders

Monitoring & Evaluation

Outcomes & Effectiveness

Organizational Readiness

Implementation & Training

Workflow Integration

Community Toolbox

Twelve Tactics for Sustainability

EXAMPLE 1: SUSTAINABILITY IN WASH PROGRAMMES

For WaterAid and FAN, sustainability means that the bene during the life of the programme not only survive and cor but also continue to progress on an upward course.

Read More

EXAMPLE 2: THE CHALLENGE CENTER: PEOPLE WITH DISABILITIES

The Challenge Center provides services focused on impr and quality of life of people with disabilities at its fitness c

Read More

EXAMPLE 3: MARY'S MEALS: WORKING HUNGER

Mary's Meals is a charity founded in 2002 by two brother MacFarlane-Barrow. It began as a one-off school lunch pr International Relief in Malawi.

Read More

Sustainability in WASH governance programmes — 05

Tactic:	How we have used:	How might this be useful:
1. Sharing positions and resources		
2. Becoming a line item in an existing budget		
3. Incorporating activities in organizations with similar missions		
4. Applying for grants		
5. Tapping into personnel resources		
6. Soliciting in-kind support		
7. Implementing fundraisers		
8. Pursuing third-party funding		
9. Developing a fee-for-service structure		
10. Acquiring public funding		
11. Securing endowments and planned giving arrangements		
12. Establishing membership fees		

Georgia Health Policy Center (GHPC): A Formative Assessment Tool

Sustainability Framework©

The Sustainability Framework identifies the components that contribute to organizational and programmatic sustainability.

Are You Positioned for Sustainability?

Organizations with the highest potential for sustainability keep their focus on:

Strategic Vision
- Organization has a clearly defined vision for what it hopes to achieve
- All those asso...
- All activities a...

Collaboration
- Stakeholders ...
- Partners play ...
  the outcomes

Leadership
- Inspires other...
- Understands t... and their imp...
- Exerts influen...

Relevance and Practicality
- Approach bas...
- Approach is t...

Evaluation & ROI
- Evaluation ge... implementatio...
- Organization ... benefits to the...

Communication
- Organization ... awareness thr...
- Information is ... structured and...

Efficiency & Effectiveness
- Organizational ... to participate and to produce intended results
- Program approach is based on the success and challenges of similar initiatives
- Organization draws from, and contributes to, existing community resources

Capacity
- Program adequately staffed by personnel with necessary skills and knowledge
- Organizational experience with projects of similar programmatic focus or scope

Level	Description
Pre-Awareness = P	Not yet aware of the importance of the element and/or its relationship to sustainability
Awareness = A	Aware of the importance of the element, but may not have sufficient capacity (e.g., not know how to solve the issue) or motivation (e.g., waiting for leadership and/or direction to address the issue)
Interaction = I	Aware of the importance and have translated available "know-how" and motivation into some sort of initial action on the component; there is evidence of impact on the component in limited ways, though results are likely limited and inconsistent
Mastery = M	Aware, capable, and strategic in their actions. Worthy of being a model in how to address the component for others.

Let's Connect

Amy Mullenix
mullenix@email.unc.edu

Leslie deRosset
derosset@email.unc.edu

Alesia Bailey
atbailey@unc.edu

Subscribe!
Newsletter & e-blasts

Maternal Health
Learning & Innovation Center™

MaternalHealthLearning.org/Connect

Thank you!

Maternal Health
Learning & Innovation Center™

MaternalHealthLearning.org