

Implementation and Intermediary Organizations: Interactive Systems Framework & Implementation Support Practitioners

May 2, 2023

Center for Evidence to Practice

Ronnie Rubin, PhD

Impact Reach, LLC

Ronnie@impact-reach.com



Learning Series and Featured Articles

Today! Implementation and Intermediary Organizations: Interactive System Framework (ISF) and Implementation Support Practitioners

- Bridging the Gap Between Prevention Research and Practice: The Interactive Systems Framework for Dissemination and Implementation. Wandersman et al., 2008
- Implementation Support Practitioners – A proposal for consolidating a diverse evidence base. Albers, Metz & Burke, 2020

May 12: What does it take to change practice? Training, Consultation & Learning Collaborative Models

- Training & Consultation in Evidence-based Psychosocial Treatments in Public Mental Health Settings: The ACCESS Model. Stirman et al., 2010
- Pilot to policy: statewide dissemination and implementation of evidence-based treatment for traumatized youth. Amaya-Jackson et al. 2018

May 19: Key concepts in implementation: Fidelity, Sustainability, Quality and Outcomes

- Assessing the sustainability capacity of evidence-based programs in community and health settings. Bacon et al., 2022
- A practical implementation science heuristic for organizational readiness: $R=MC^2$ Scaccia et al., 2015
- ASPE White Paper: Strategies for Measuring the Quality of Psychotherapy. May 2014

Articles available: [Impact Reach Google Drive Literature](#)

References

- Wandersman, A., Duffy, J., Flaspohler, P., Noonan, R., Lubell, K., Stillman, L., Blachman, M., Dunville, R., & Saul, J. (2008). **Bridging the gap between prevention research and practice: the interactive systems framework for dissemination and implementation.** *American journal of community psychology*, 41(3-4), 171–181.
<https://doi.org/10.1007/s10464-008-9174-z>
- Albers, B., Metz, A., & Burke, K. (2020). **Implementation support practitioners - a proposal for consolidating a diverse evidence base.** *BMC health services research*, 20(1), 368.
<https://doi.org/10.1186/s12913-020-05145-1>

Goals

- Find ourselves within the systems involved in implementation of innovations to improve outcomes
- Think about our unique position within the systems that influence innovation and practice change
- Think about what else we need (to learn, to do, to change) to make the most of those unique positions and system

Example:

Implementation of Trauma-Focused CBT (TF-CBT) in Louisiana through Center for Evidence to Practice Training opportunity

Use one of your own



Diffusion

Letting it happen

Passive spread of information about the innovation

Dissemination

Helping it happen

Active approach to spreading innovation to target audience

Implementation

Making it happen

Process of putting to use an innovation, integrating it into practice settings

Definitions

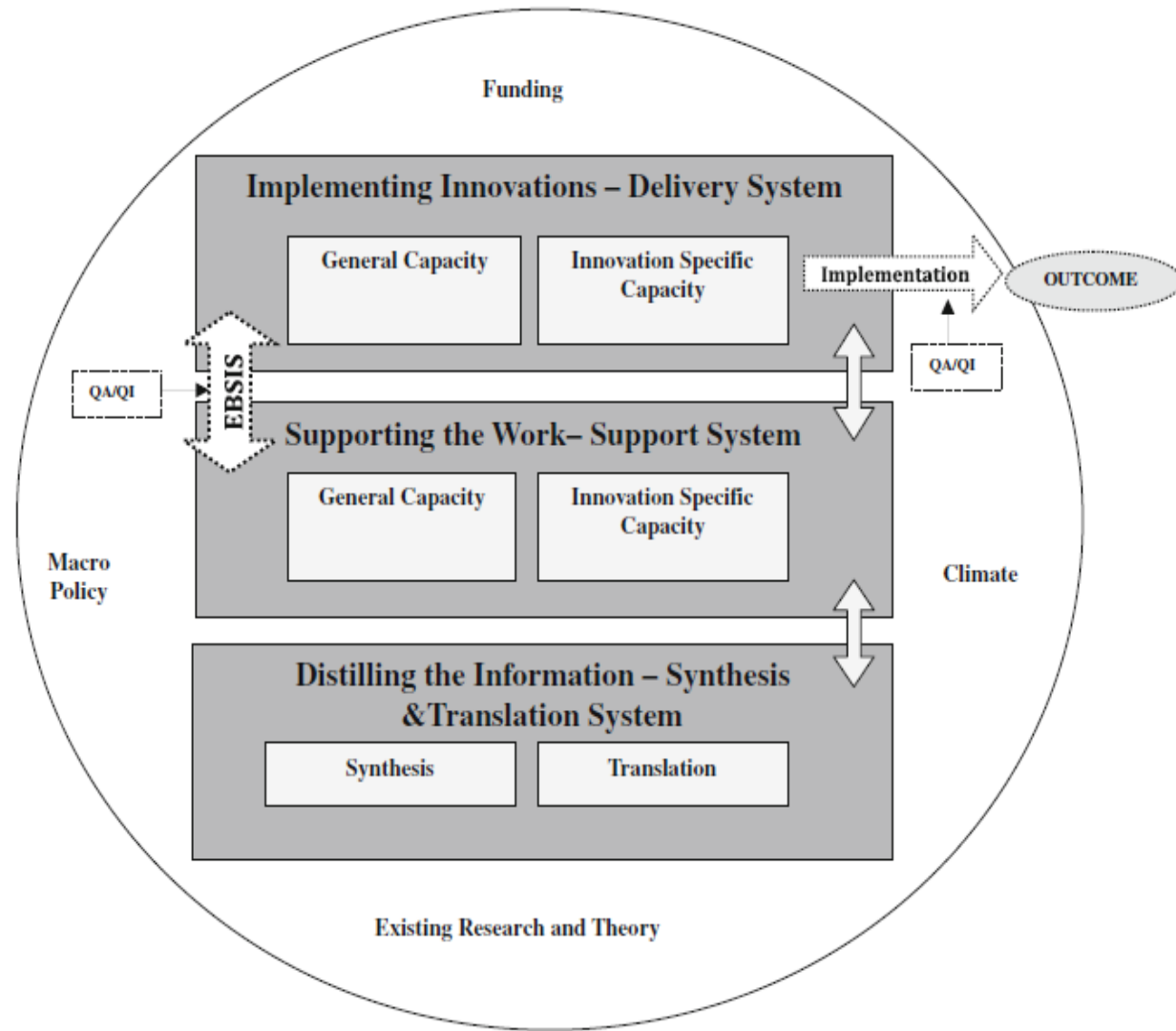
Implementation Research – study of methods to promote uptake of research finding & evidence-based practice

Implementation Practice – applying and adapting these approaches to different contexts to achieve results in practice setting

System - regularly interacting or interdependent group of items forming a unified whole, under the influence of related forces, unit or network that together perform a function



BRIDGING THE GAP BETWEEN SCIENCE AND PRACTICE



INTERACTIVE SYSTEMS FRAMEWORK FOR DISSEMINATION AND IMPLEMENTATION

Wandersman et al., 2008; Wandersman, Chien & Katz, 2012

Frameworks and Models

- Many frameworks from implementation research
 - Used to organize complex processes and to guide research on those processes
 - Many source-based models – from perspective of innovation developer
 - Linear, explanatory
- ISF – designed as a heuristic
 - Meant to serve as an aid for problem-solving, learning or discovery. Shortcut for understanding.
- Use it organize roles, processes, connections

Interactive Systems Framework for Dissemination and Implementation

Can be applied to programs, policies, processes, principles

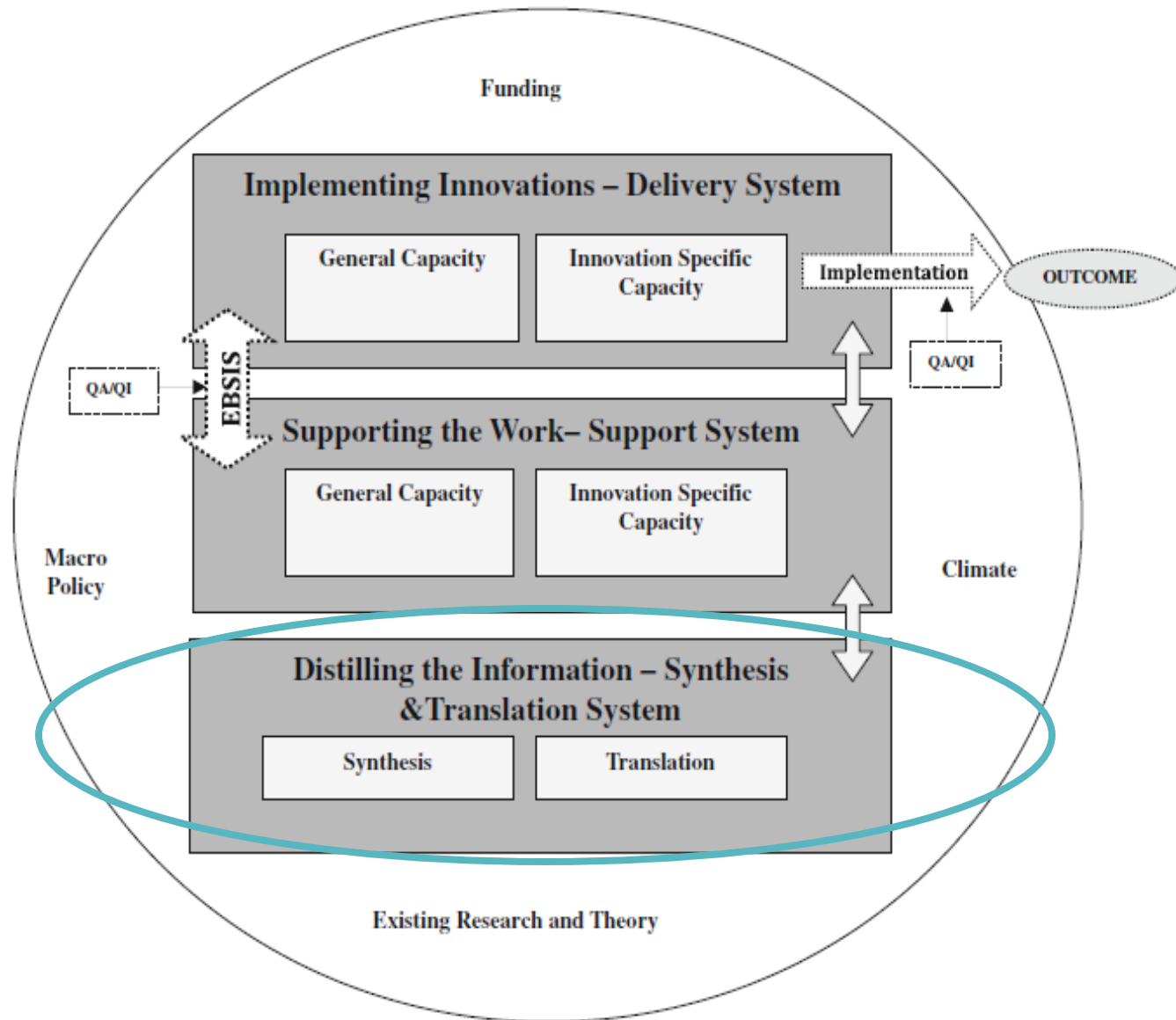
Not linear – highlights infrastructure and systems

Multiple perspectives

System structures and functions work bi-directionally

Need for communication among systems

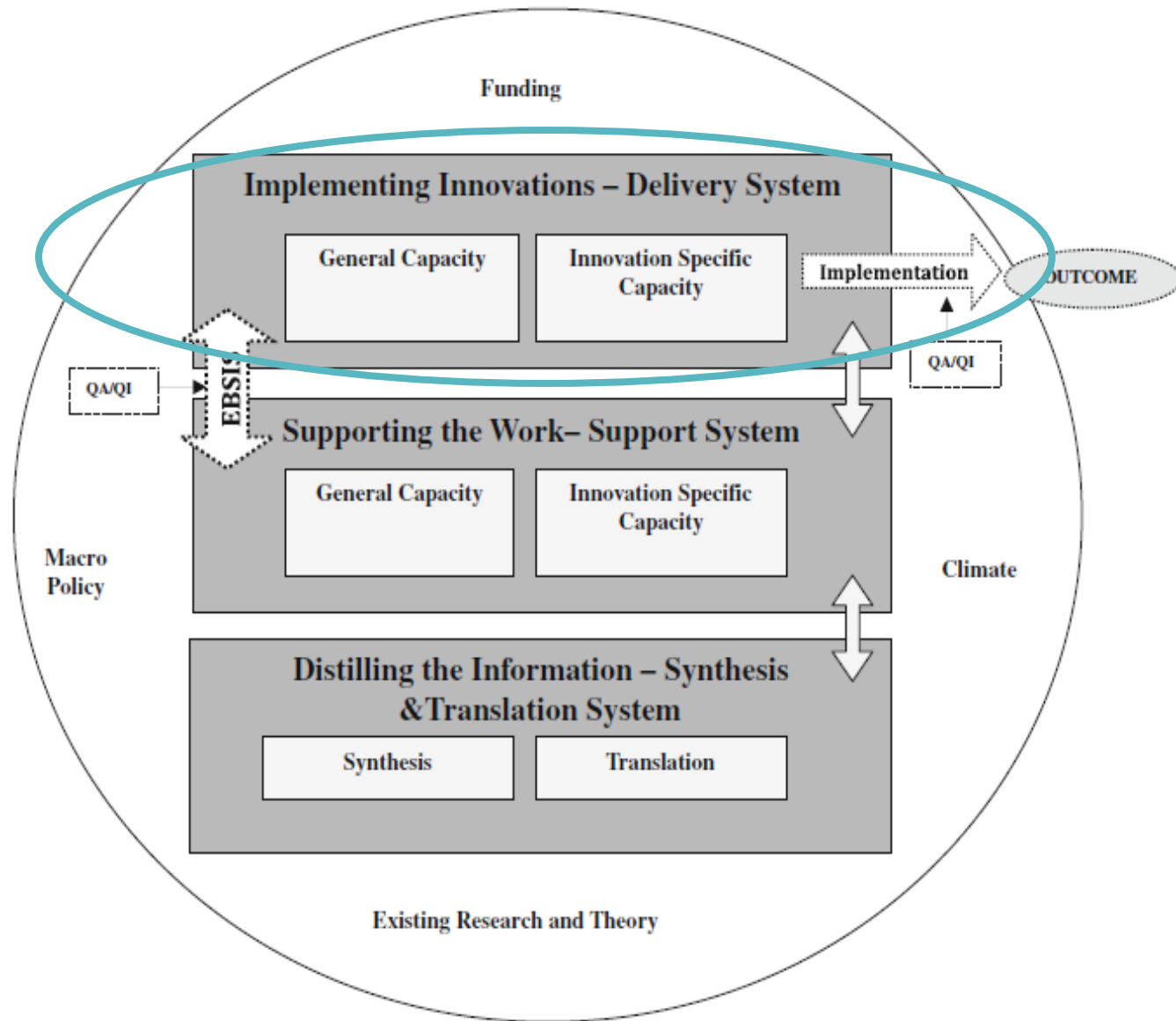
Roles may shift among the systems



Distilling the Information: Synthesis and Translation System

- Prepares innovation for dissemination and implementation in the field
- Information about innovation
 - Accessible
 - User-friendly
 - Demonstrates utility of the innovation
- Activities: identify relevant research, make sense across information, looking for core elements & delivery methods, tailoring to context, communicating out
- Who: researchers, treatment developers, purveyors, advocacy or public interest groups , ideally with input from end-user

Example: TF-CBT



Capacity: skill and motivation needed to fulfil function
2 types

Innovation Specific
Capacity

Motivation and skill to
deliver specific
innovation

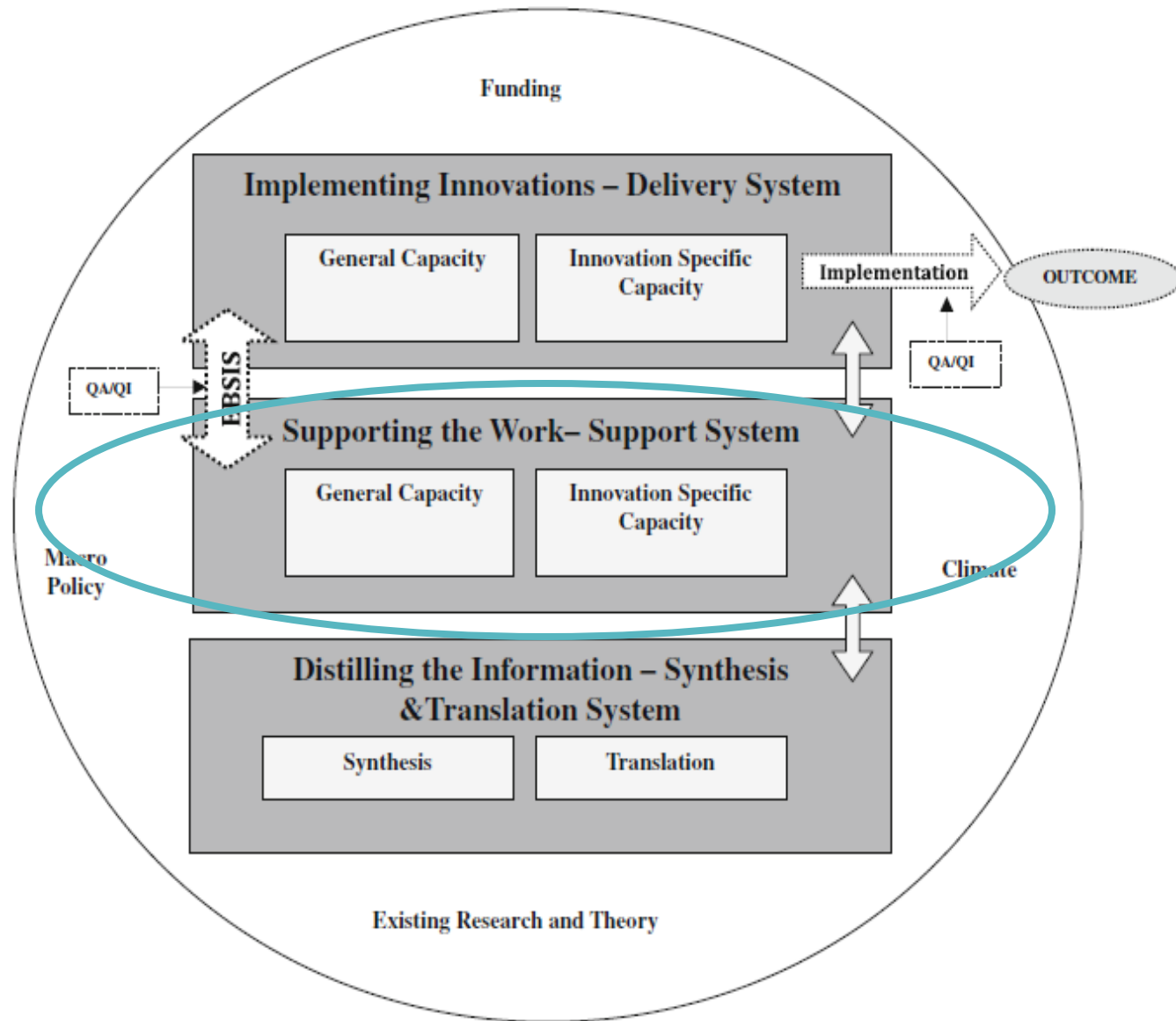
General
Capacity

Motivation and skill for
effective organizational
structure & functioning

Implementing Innovation: Delivery System

- Delivery of programs - individuals / organizations that carry out the innovation
 - Quality of implementation (delivery) involves
 - General capacity – activities for functioning of organization (leadership, staff) and connecting with service recipients
 - Innovation specific capacity - at individual & organizational levels
 - Skills and motivation
- WHO: the practitioner and the organization

Example: TF-CBT



Supporting the Work - Support System

Supporting the work of those who will put innovation into practice

- Innovation-specific support
 - Decision making, planning, training, coaching, monitoring, technical assistance for specific innovation
- General capacity-building support
 - Infrastructure, skills & motivation of organization to make them better able to implement the innovation
 - Readiness for implementation / nimbleness to adapt in response to needs of implementation
 - Can be done in conjunction with or separate from innovation
- Who: treatment developers, purveyors, trainers, intermediary organization, technical assistance providers, peer learning communities

Example: TF-CBT

How does this apply to what you do?

- Systems work together
- Systems are within context – what we know from research, climate (expectations), policy and funding
- Uses:
 - Understanding functions and inter-relationships
 - Identify partners & areas that need to be improved
 - Communication and multiple perspectives
 - Funding support
 - Inter-relationship between types of capacity

Implementation support practitioners: A proposal for consolidating a diverse evidence base.

(2020) Albers, Metz & Burke



Who does the work within the Support System?



Implementation Research – study of the methods to promote uptake of research finding & evidence-based practice



Implementation Practice – apply and adapt these approaches to different contexts to achieve results in practice setting



Competencies needed for both

Researchers – knowledge, skills for implementation studies

Practitioners – use of the research generated by those studies
(select, use, tailor the science to context)

Implementation Support Practitioners: by many names

Practice facilitator

Knowledge broker

Consultants and Coaches

Technical Assistance provider

Change agent

Implementation Team

Quality Improvement Team


Intermediary

Implementation Support Practitioner (ISP)

- *“professionals not involved in direct service delivery or management. Instead, they work closely with the leadership and staff needed to effectively deliver direct clinical, therapeutic or educational services to individuals, families and communities and support them in implementing evidence-informed practices, policies and programs, and in sustaining and scaling evidence for population impact.”*
 - Build provider implementation capacity
 - Select and tailor appropriate strategies based on the service context

Implementation Support Practitioners – Where?

Can be external – intermediary organization – commissioned for technical assistance roles



Can be within provider organization – individual or teams with knowledge translation and implementation roles / responsibility



May not be their only role



Need to be able to flexibly move across systems in the ISF

Table 1 A preliminary logic for implementation support practitioners

INTERVENTION	MECHANISM OF CHANGE ¹		OUTPUT	OUTCOME
	<i>Resource</i>	<i>Reasoning</i>		
<i>The implementation support practitioner role</i>	<i>Resources included in the intervention offered to stakeholders</i>	<i>Stakeholders' response to the offer embedded in the intervention</i>	<i>Changes in individual / organizational capacity</i>	<i>Changes in individual / organizational implementation behavior</i>
<ul style="list-style-type: none"> - Facilitator - Knowledge broker - Consultant - Coach - Intermediary - Other 	Implementation support practitioners' <ul style="list-style-type: none"> - Position (int./ext.) - Professional background - Knowledge / experience - Attitudes - Skills 	Stakeholders' <ul style="list-style-type: none"> - Relationships: Trust (inter/intra); Communication - Behavioral pre-conditions: Capability, Motivation, Opportunities² 	Stakeholders' <ul style="list-style-type: none"> - Implementation capacities: <ul style="list-style-type: none"> o Individual = attitudes, knowledge, skills o Organizational = general / innovation-specific³ 	Stakeholders' <ul style="list-style-type: none"> - Implementation outcomes⁴
CONTEXT - Whether resources can unfold properly, and reasoning occur, will depend on contextual factors ⁵				

¹Dalkin et al. (2015) [67]

²Michie et al. (2011) [68]

³Flaspohler et al. (2008) [69]

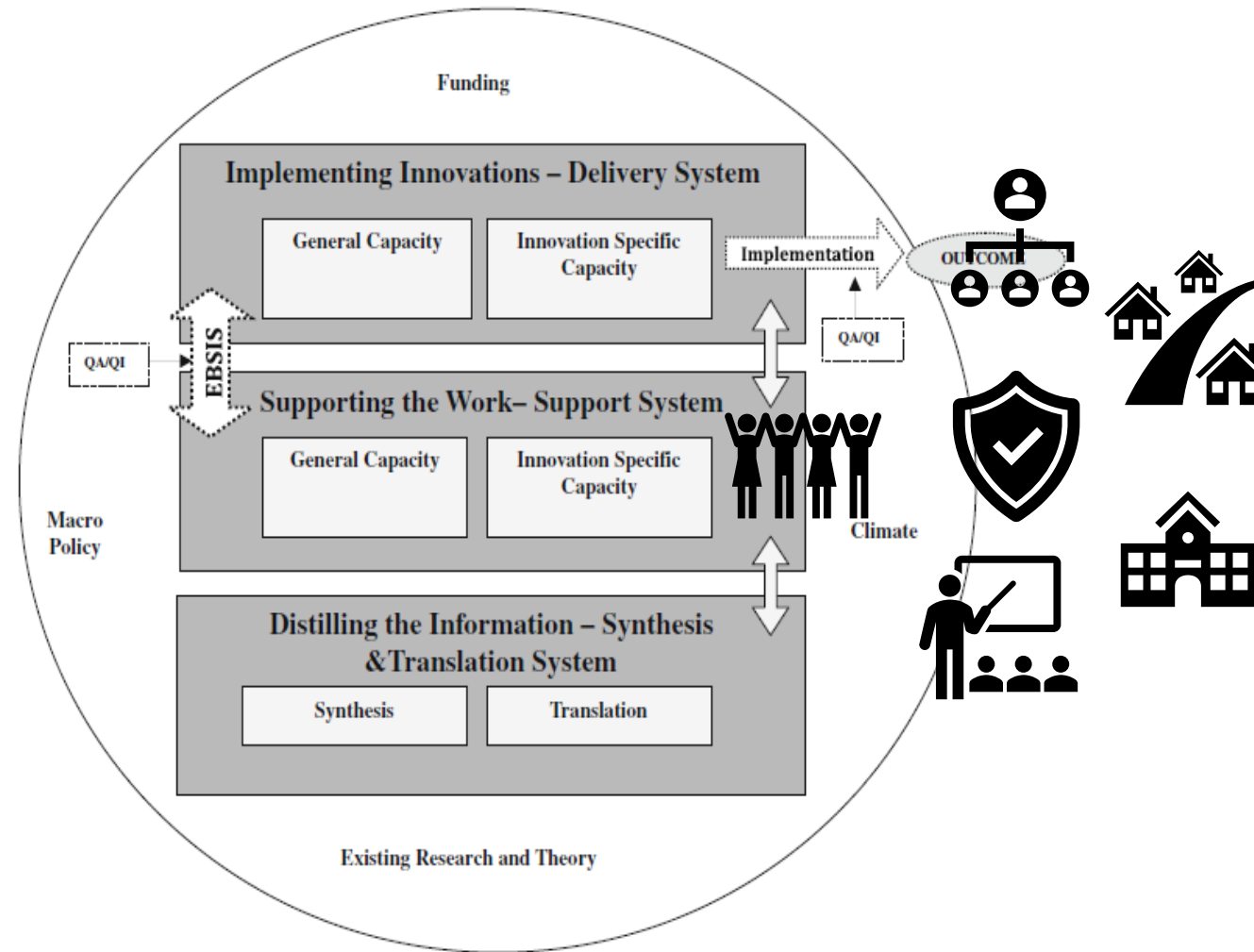
⁴Proctor et al. (2010) [70]

⁵Damschroder et al. (2009) [71]

How do ISP provide support? ISP Competencies

- more than a set of skills
- “a mix of aptitudes, attitudes and personal attributes”
- Used for intentional action
- To build capacity and competency of others

Integrating ISF and ISP



Ideas to consider . . .

- Can you find your role (or where you'd like your role) to be on the ISF?
- How is the context influencing the Dissemination & Translation System, Support System, Delivery System?
- Is there strong communication across systems?
- How are general capacities and innovation specific capacities influencing implementation efforts?
- What competencies (knowledge, attitudes, skills) do you think are essential for implementation support practitioners?

Thank you for listening!

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