


UK Implementation  
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### Co-Creating a Sustainable Infrastructure for Change

*The role of stakeholders in mainstreaming the use of evidence in practice*

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FPG Child Development Institute  
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 National Implementation Research Network

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### The Problem with the Research to Practice Gap



*A challenge with this paradigm is the assumption that there is an empty space situated at the nexus of research to practice waiting to be filled, rather than a sphere populated by interconnected stakeholders acting on knowledge and driving decision-making.*

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### Co-Creative Capacity for Implementation



*Moving away from the “gap” theory to one of “co-creation” allows for a focus on assessing and understanding how various actors and groups must build trust and pathways for the use of evidence in practice to improve outcomes.*

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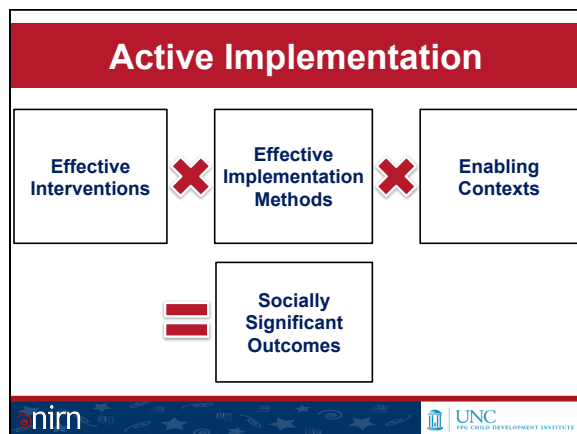
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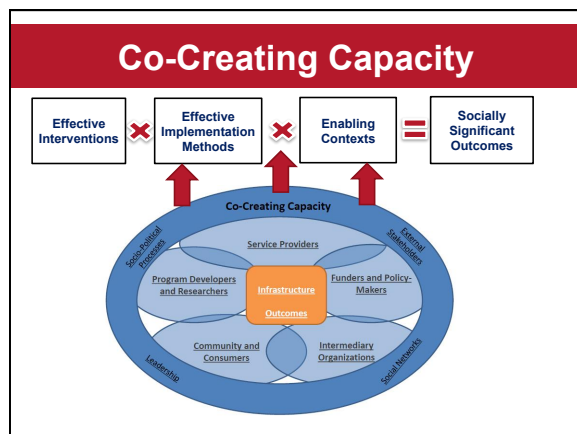
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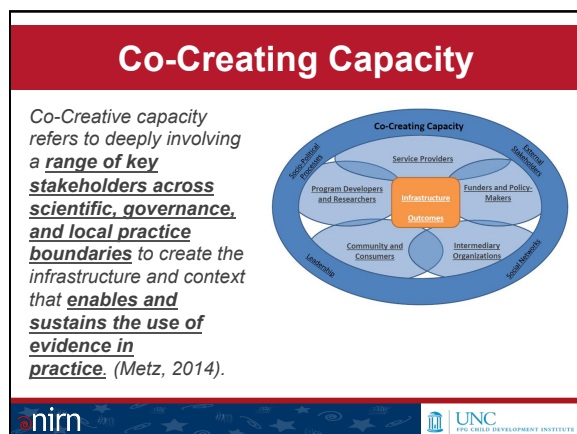
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## Stakeholder Involvement

- Frequent (at least bi-weekly) and inclusive interactions among a diverse array of stakeholders
- An exchange of knowledge, skills, and technologies in service to the development of an enabling context for the use of evidence in practice
- The shared use of data for assessing “fit” between evidence and population needs, improving practice, and making organizational and systems changes hospitable to evidence-based practice

(Metz, 2014)



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## Theoretical Underpinnings

### Cultural Exchange Theory

Transaction of knowledge among diverse groups includes debate and compromise

### Social Capital Theory

Stakeholders access resources, including information, from one another through social ties

### Ecological Systems Theory

Collaborative efforts of stakeholders are influenced by macrosystem conditions such as leadership changes and sociopolitical processes

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## Co-Creation

In order for co-creation to be successful, implementation efforts must address various needs of stakeholder groups. However, collaboration is often strained by a lack of understanding of each other’s goals and expectations.



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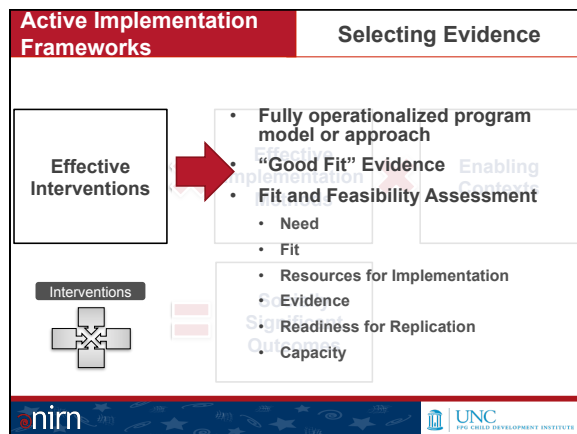
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## CONTEXTUAL FIT

Contextual fit is the match between the strategies, procedures, or elements of an intervention and the values, needs, skills, and resources of those who implement and experience the intervention

Homer, Blitz & Ross, 2014  
ASPE Issue Brief

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Contextual Fit	Challenges and Opportunities
<p><i>The dynamic interplay between characteristics of the service system, service delivery organization, and client calls for early and ongoing assessments of the multi-level characteristics to first determine if "good enough fit" exists between a potential EBP and local context and then to optimize that "fit" over time (Supplee and Metz, 2015)</i></p>	
<ul style="list-style-type: none"> <li>Systems – funding, policy, regulatory environment</li> <li>Organization – leadership, culture, climate</li> <li>Provider – staff attitudes towards innovation and EBPs</li> <li>Clients – needs, culture, co-occurring diagnoses</li> </ul>	

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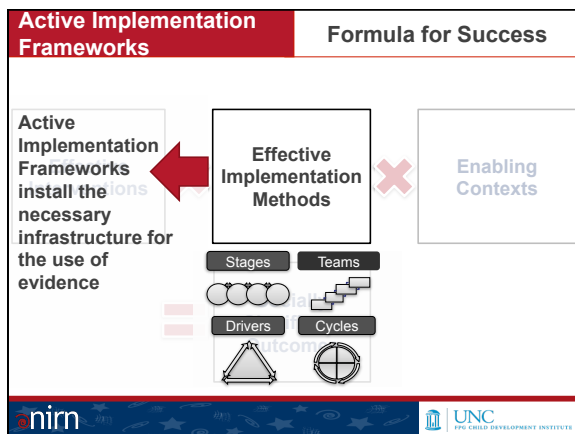
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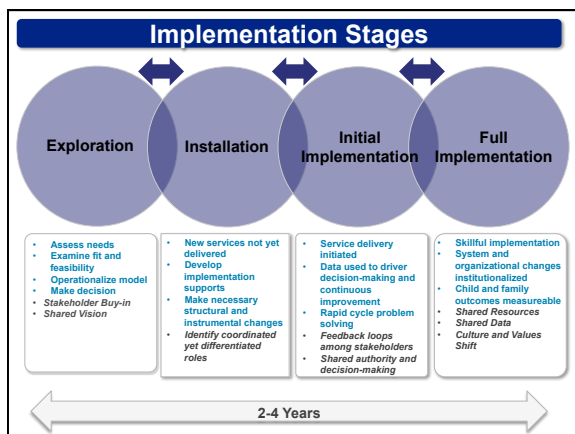
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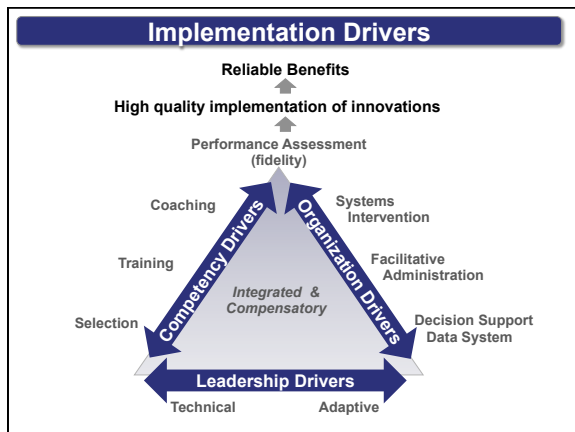
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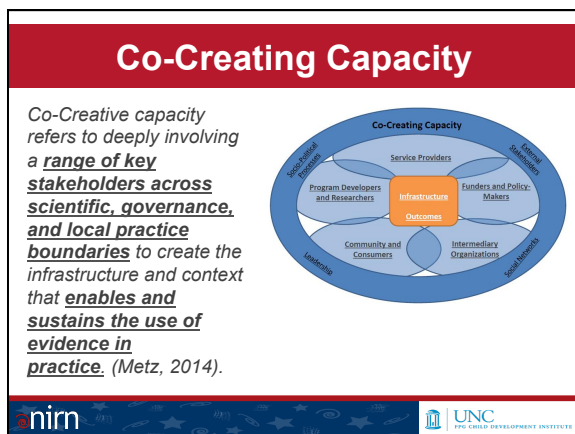
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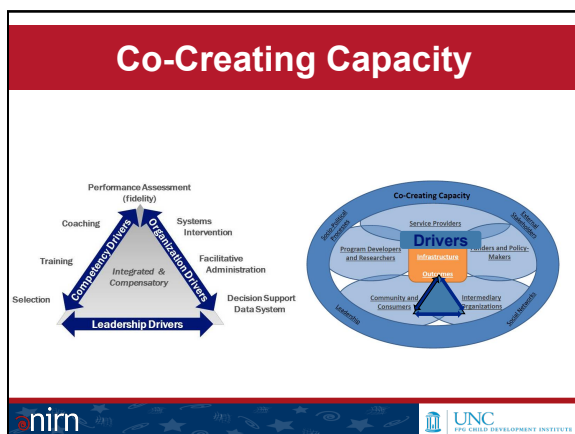
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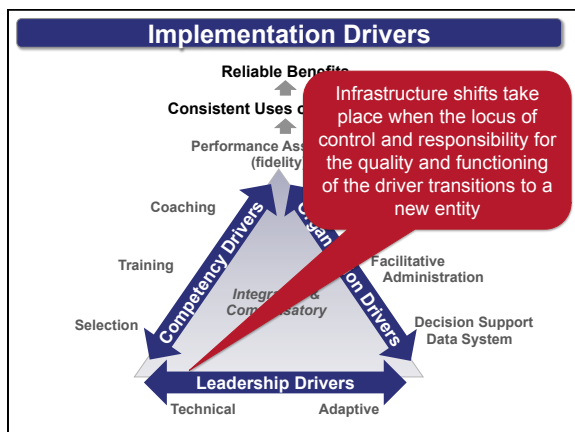
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### When do these shifts happen?

- Program developer or purveyor supports diminish
  - Coaching, fidelity assessments transition to local jurisdiction
- Research and evaluation funding ends
  - Decision-support data systems are no longer funded
- “Special” accommodations end
  - Planning periods end; integration of new services into overall service system takes place
- Scaling Up is a focus
  - The goal is to develop more proximate implementation capacity that is effective, efficient, and integrated; regional or local capacity developed

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### Shifts in Accountability

### Are we ready?

As we consider how to build, sustain, and optimize the implementation infrastructure, let's consider...

For each Implementation Driver, do we know the **Stakeholder(s) responsible** for the quality and functioning of the Driver?

Does each **stakeholder understand their role and function?** Are stakeholders contributing as planned or intended? What are the next right steps?

Will **stakeholder roles shift over time?** If so, how are we planning on addressing **potential gaps** in the implementation infrastructure?

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## Active Implementation

- Effective collaboration of cross-sector stakeholders
- Facilitative agency administration (aligned agency policy and procedures)
- Organizational and system structures to support and sustain improvement efforts
- Effective systems interventions (aligned state policy and procedures)
- A commitment to learning and intentional improvement

Enabling Contexts

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## Recent Research

Difficulties in **sharing authority and responsibilities** or relinquishing autonomy by individual leaders

**Role ambiguity** emerges in early stages of implementation when individuals assert roles that were not previously agreed upon

(Aarons et al., 2014)

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## Complex Systems

Co-creation is predicated on the assumption that “self-organizing interactions” will be more productive and frequent if individual stakeholders are clear about their roles and expectations for supporting the use of evidence in practice.

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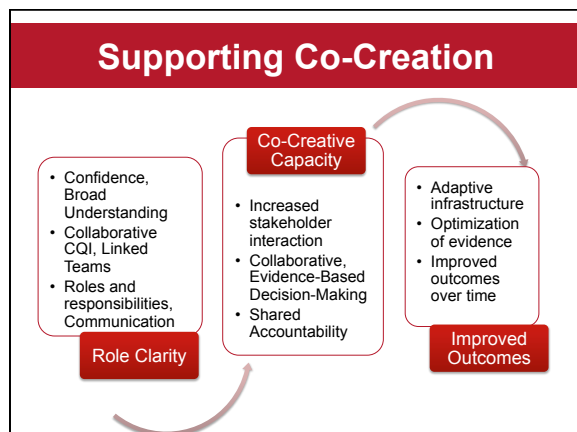
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### Case Study: NYC Administration for Children's Services

NYC ACS has expanded its use of evidence-based and evidence-informed practice in the continuum of services offered to families in order to achieve better outcomes for youth and families.



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### Background: NYC ACS

- Responsible for child protection, child welfare services, juvenile justice prevention and placement, and early childhood care and education in New York City.
- Approximately 6,000 direct FTEs and 75+ contract agencies.
- Investigates 55,000+ allegations of child maltreatment each year.
- 25,000+ annual families served in preventive; foster care population of ~10,800 (down from 49,000+ in 1991). Preventive and foster care systems are privately contracted and use a delegated case management approach.
- Merged with the city's Department of Juvenile Justice in 2010 and received authority to directly oversee placement of adjudicated youth under new legislation in 2012; also provides many evidence based alternative to detention and placement diversion services.
- Oversees the nation's largest publicly funded child care and early education system, serving approximately 110,000 children annually through a mix of contracted slots and vouchers.

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## Assessing a Complex System

- NYC has a complex child welfare system with approximately 30,000 families in preventive services
- NYC is implementing one of the largest and most diverse continuums of preventive EBPs in a municipality globally
  - 11 different models
  - 3,000 annual treatment slots
  - Capacity to serve more than 8,000 families per year in child welfare programs alone
- Program experts in NYC provide a range of supports for service providers
- NYC actively trying to close the research to practice gap

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## Stakeholder Interactions

Research demonstrates that successful uptake of evidence requires genuine interaction among researchers, service providers, policy makers, and other key stakeholders. Implementation efforts must address the various needs of these stakeholders.

However, we know that in many instances, collaborations among stakeholders, including researchers and community members, are strained by a lack of mutual understanding of each other's goals and expectations.

Through the vantage point of ecological systems theory, we also know that collaborative efforts of stakeholders are influenced by macrosystem conditions such as leadership changes and socio-political processes.

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## Mutual Consultation

The interactive model includes "iterative, messy, and dynamic" interactions among ACS leadership and staff, evidence-based program developers, and child welfare service providers.

Interactions take the shape of "mutual consultations" that mediate the use of research evidence in complex child welfare service systems and political contexts.

Monthly feedback loops among developers and researchers, service providers, and the public agency

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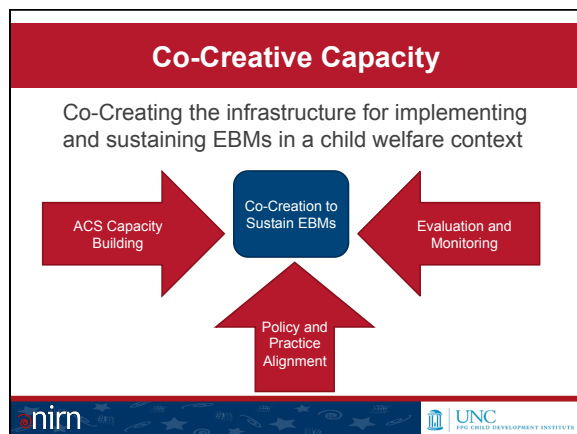
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NYC	Co-Creation
<b>Fidelity Desk Guide to Align Policy and Practice</b>	
<ul style="list-style-type: none"> <li>Summarizes fidelity assessment information across the preventive service program models.</li> <li>Information used by ACS to interpret fidelity reports, monitor program implementation, and communicate with developers and service providers.</li> <li>Fidelity measures and thresholds, type of fidelity, data sources, frequency of data collection, reporting, unit of analysis, key domains, developer support</li> </ul>	

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NYC Example	Co-Creation
<ul style="list-style-type: none"> <li><b>Logic Models</b> <ul style="list-style-type: none"> <li>Translate evidence-based models to a child welfare context</li> <li>Integrate evidence-based practices with child welfare preventive standards</li> <li>Communicate about how evidence-based models contribute to child welfare outcomes</li> </ul> </li> <li><b>Preventive Standards</b> <ul style="list-style-type: none"> <li>Policy-practice alignment</li> </ul> </li> <li><b>Tailor Systems</b> <ul style="list-style-type: none"> <li>Reshape referral process, workload relief</li> </ul> </li> <li><b>Tailor Models</b> <ul style="list-style-type: none"> <li>Training and consultation regimes, documentation and fidelity monitoring, safety and risk assessments</li> </ul> </li> </ul>	

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Research Questions	What do we need to know?
<ul style="list-style-type: none"> <li>What processes contribute to leveraging relationships among evidence-based program developers, private service providers, and the public child welfare agency to support the use of research evidence?</li> <li>How can relationships among evidence-based program developers and researchers, private service providers, the public agency and consumers help to establish the conditions necessary for optimizing and sustaining the use of research evidence after initial implementation supports diminish?</li> </ul>	
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Research Questions	What do we need to know?
<ul style="list-style-type: none"> <li>What are the key roles and functions of stakeholders in sustaining evidence over time when intensive implementation supports available during initial implementation diminish? What structures and activities initiatives are related to role clarity?</li> <li>Is role clarity related to stakeholders actively contributing to infrastructure development, shared decision-making, and commitment to the sustained use of evidence? In particular, how does the availability and use of data on outputs, fidelity, and outcomes contribute to the roles different stakeholders play in supporting continuous quality improvement?</li> </ul>	
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Research Questions	What do we need to know?
<ul style="list-style-type: none"> <li>How can we facilitate role clarity and co-creative capacity?</li> <li>Can strategies be converted into widely applicable tools, methods and practices for enhancing research and technical assistance?</li> </ul>	
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## For More Information

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