



# Implementing Effective Home Visitation Services

**2011 Tribal Maternal,  
Infant, and Early  
Childhood  
Home Visiting  
Program Grantee  
Kickoff Meeting**

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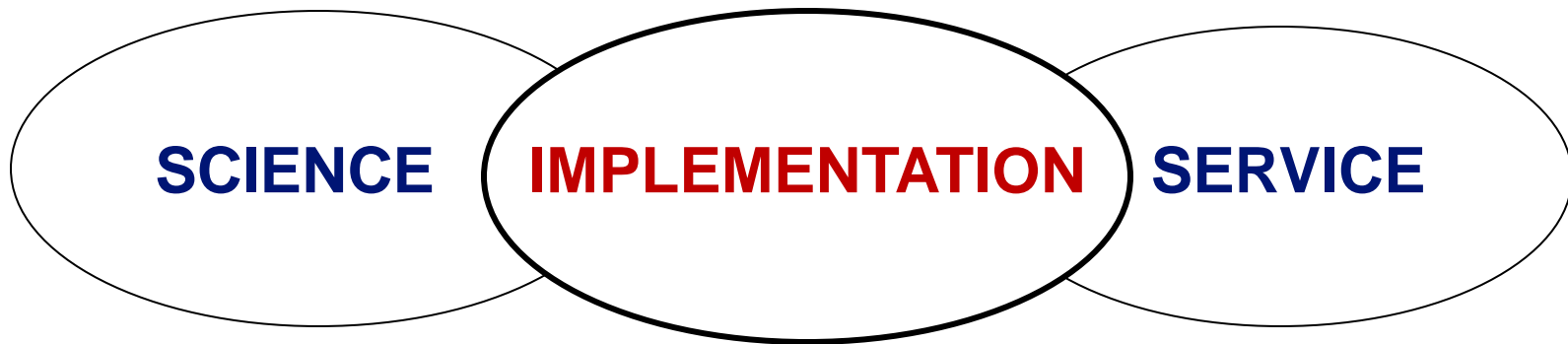
**University of North Carolina-Chapel Hill**



**UNC**

FPG CHILD DEVELOPMENT INSTITUTE

# Science “to” Service



# Implementation

Implementation is defined as ***a specified set of activities*** designed to put into practice an activity or program of known dimensions.

## Why Focus on Implementation?

*“Children and families cannot benefit from interventions they do not experience.”*

*...National Implementation Research Network*

# The Challenge

## ➤ Implementation Gap

- What is adopted is not used with fidelity and good outcomes
- What is used with fidelity is not sustained for a useful period of time
- What is used with fidelity is not used on a scale sufficient to impact social problems






# Implementation

## Review and synthesis of the implementation research and evaluation literature (1970 – 2004)

- **Multi-disciplinary**
- **Multi-sector**
- **Multi-national**



# Insufficient Methods

- 
**Implementation by laws/ compliance by itself does not work**
- 
**Implementation by “following the money” by itself does not work**
- 
**Implementation without changing supporting roles and functions does not work**
- 
**Diffusion/dissemination of information by itself does not lead to successful implementation**
- 
**Training alone, no matter how well done, does not lead to successful implementation**

# Implementation Science

## IMPLEMENTATION

		IMPLEMENTATION	
		Effective	NOT Effective
INTERVENTION	Effective	<b>Actual Benefits</b>	Inconsistent; Not Sustainable; Poor outcomes
	NOT Effective	Poor outcomes; Sometimes harmful	Poor outcomes; Sometimes harmful

(Institute of Medicine, 2000; 2001; 2009; New Freedom Commission on Mental Health, 2003; National Commission on Excellence in Education, 1983; Department of Health and Human Services, 1999)

# Implementation Frameworks

 **Practice, program and systems change through...**

 **Multi-dimensional, fully integrated use of**



 **Implementation Drivers**

 **Implementation Stages**

 **Implementation Teams**

 **Improvement Cycles**

# Implementation Drivers

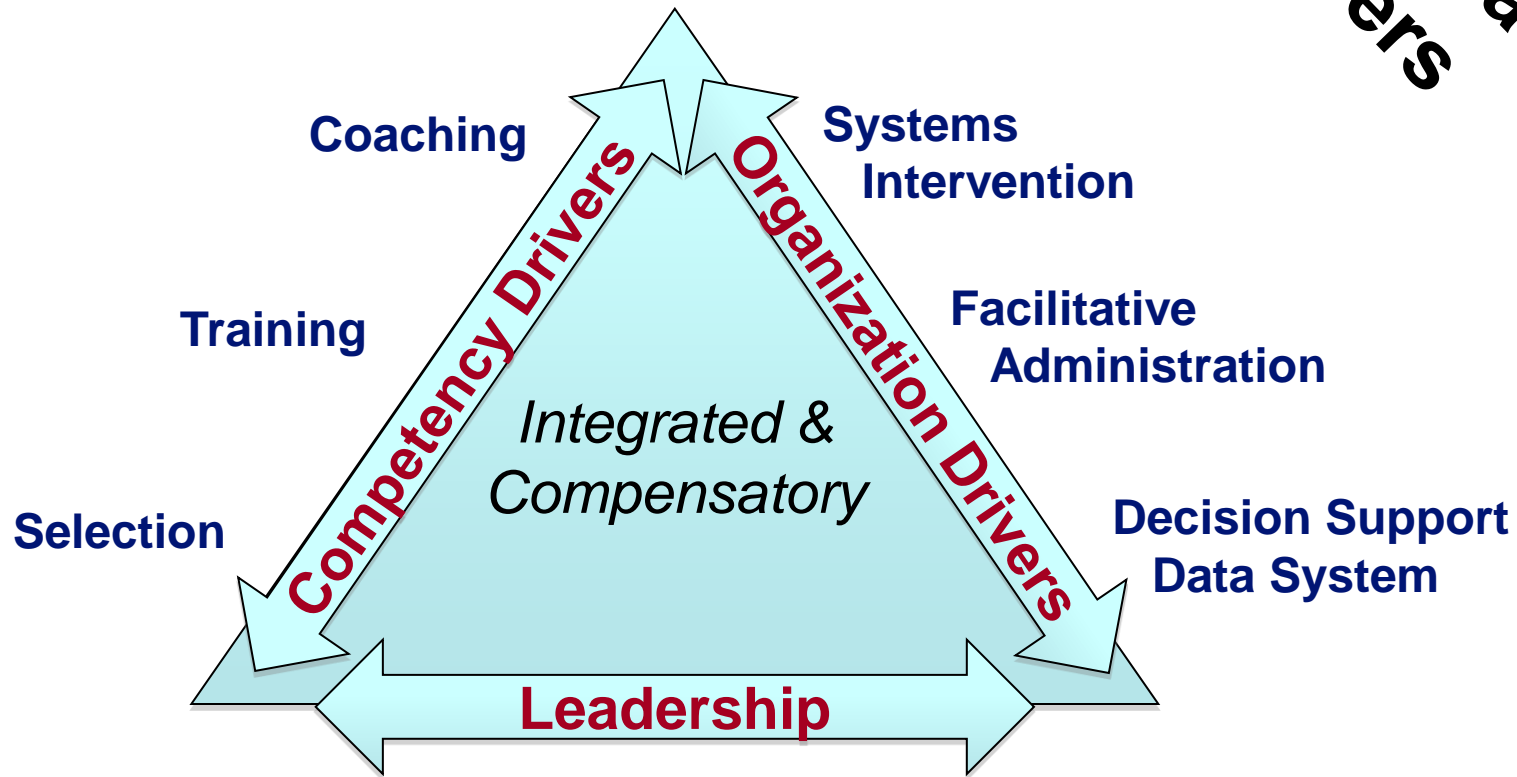
-  **Common features of successful supports to help make full and effective uses of a wide variety of innovations**
-  **Staff Competency**
-  **Organizational Supports**
-  **Leadership**

**Improved outcomes  
for children and  
families**



**Performance Assessment**

**Implementation  
Drivers**

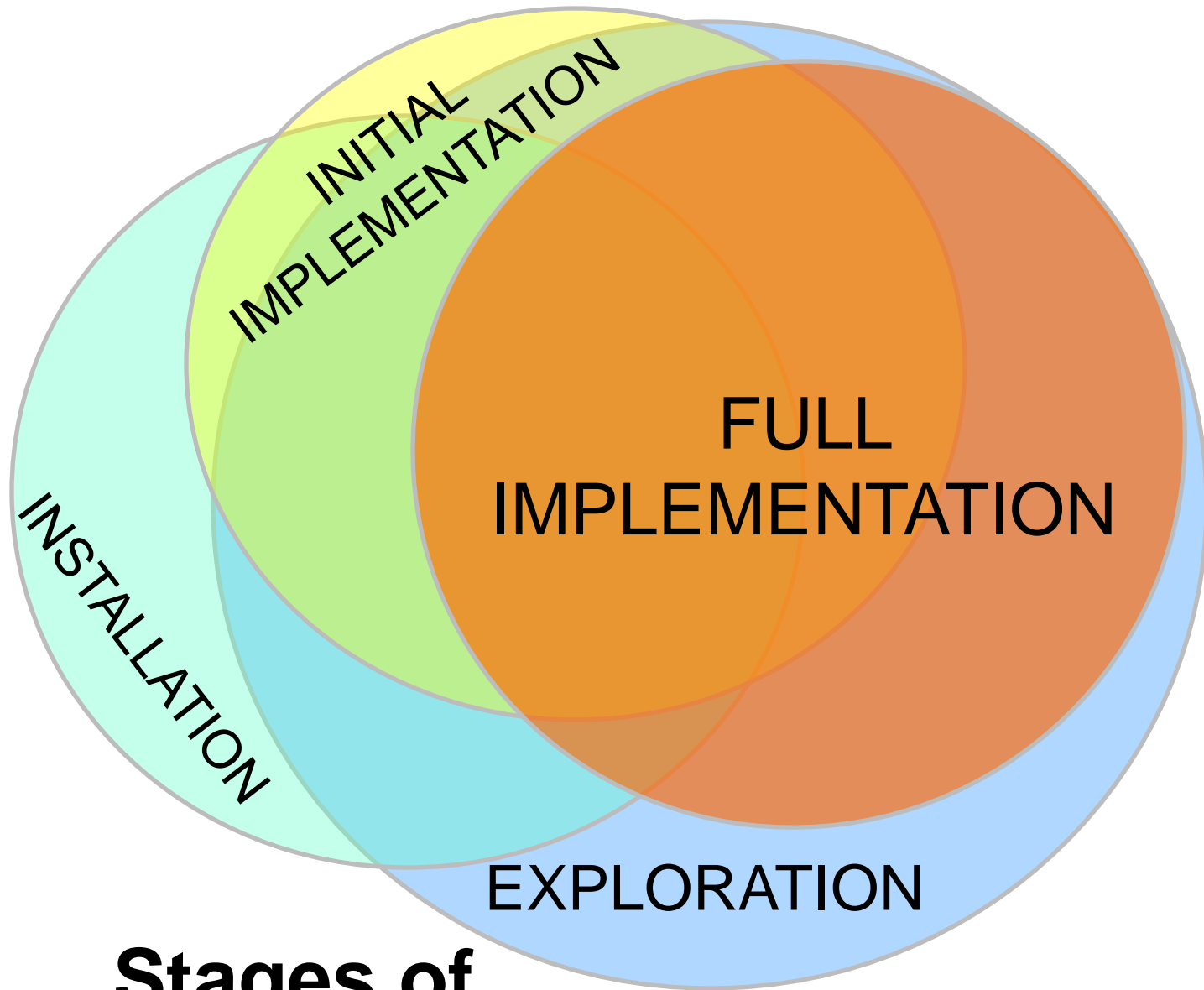


# Implementation Takes Time

Major Implementation Initiatives occur in stages:

- **Exploration (Sustainability)**
- **Installation (Sustainability)**
- **Initial Implementation (Sustainability)**
- **Full Implementation (Sustainability & Effectiveness)**

2 - 4  
Years



2 - 4  
Years

# Stages of Implementation

# Organized, Implementation Support

## Simultaneous, Multi-Level Interventions



# Organized, Implementation Support

## Simultaneous, Multi-Level Interventions

Developers  
Technical Assistance  
Implementation

“We tend to focus on snapshots of isolated parts of the system and wonder why our deepest problems never seem to get solved.”  
(Senge, 1990)



Superior

Regional Authorities

Tribal Leadership

Competence

Supports

Policy

Structure

Process

Supports

# System Change

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**"All organizations are designed, intentionally or unwittingly, to achieve precisely the results they get."**

*...R. Spencer Darling*

***Systems trump programs!***

*...Patrick McCarthy, Annie E. Casey*

# System Change

**EXISTING SYSTEM**



**EFFECTIVE INNOVATIONS  
ARE CHANGED TO  
FIT THE SYSTEM**

**EXISTING SYSTEM IS  
CHANGED TO SUPPORT  
THE EFFECTIVENESS OF  
THE INNOVATION**

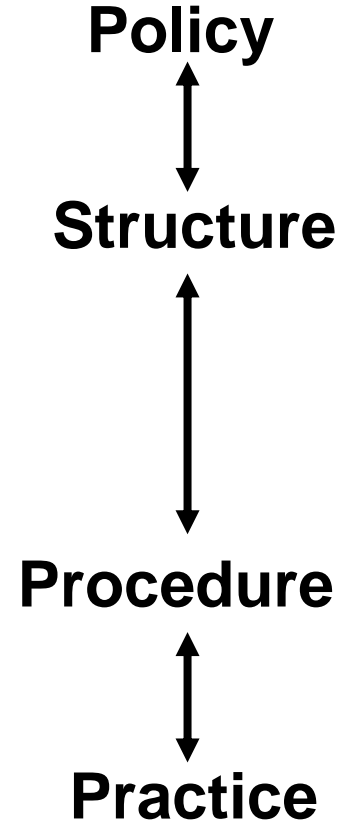
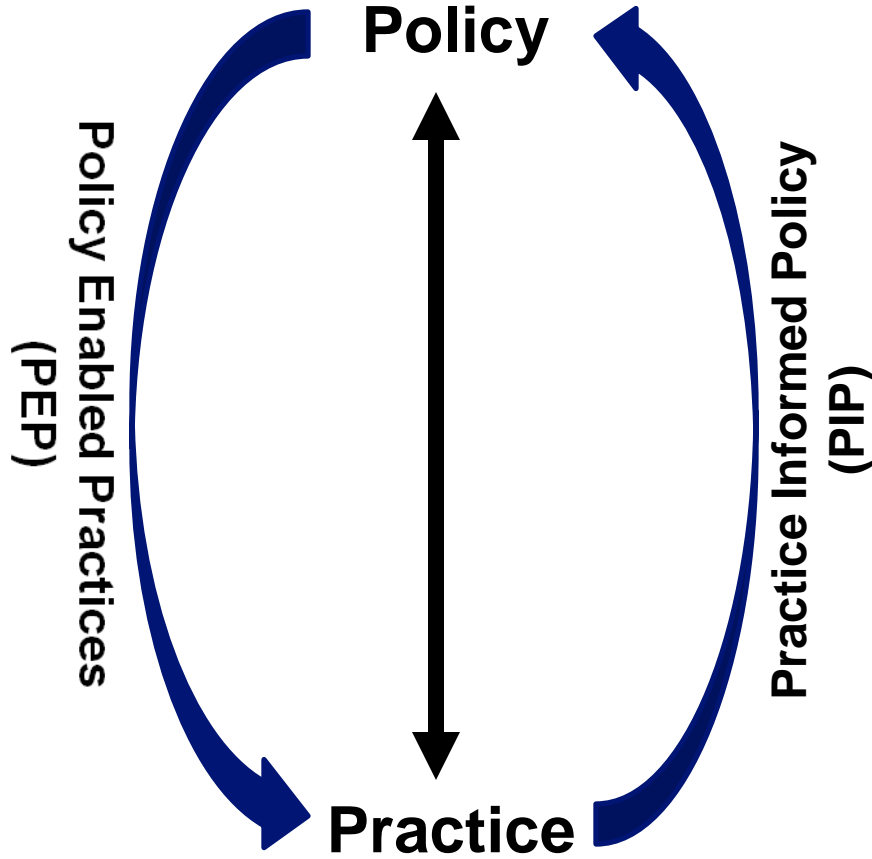


**EFFECTIVE INNOVATION**








# Practice ↔ Policy

## Feedback Loops

**Organized, Implementation Support**



# Implications

-  Fidelity matters!
-  Systems approach is critical
  -  Program developers are a part of the system
  -  Infrastructure must be built and maintained
  -  Organization and policy has to change to support effective practice
-  Tribes will need time to implement effectively
-  Organized, expert, implementation support to build tribal capacity to implement well

# For More Information



**Frank Porter Graham Child Development Institute  
University of North Carolina  
Chapel Hill, NC**

<http://nirn.fpg.unc.edu/>

# Thank You for your Support

-  **Annie E. Casey Foundation (EBPs and cultural competence)**
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-  **National Institute of Mental Health (research and training grants)**
-  **Juvenile Justice and Delinquency Prevention (program development and evaluation grants)**
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-  **Administration for Children and Families (Child Welfare Leadership Development)**
-  **Duke Endowment (Child Welfare Reform)**