

**WISCONSIN DEPARTMENT
of HEALTH SERVICES**

**Agency Implementation of Evidence-
Based Practice: Multiple Perspectives
on Challenges, Successes, and
Lessons Learned**

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Mental Health and Substance Use Recovery Training Conference
October 28, 2020

To protect and promote the health and safety of the people of Wisconsin.

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**Multiple Perspectives:
Presentation Outline**

1. Scott – WI DHS consultant/big picture
2. Janelle – NCHC director/leading change
3. Michelle, Janelle, Scott – NCHC implementation team members
4. Giana – NCHC practitioner/learning
5. Michelle – NCHC coaching/support learning

After each presentation, we'll respond to questions in the chat box.

6. Pair & share on your perspectives, closing activity

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Learning Objectives

- Be able to identify two challenges with EBP implementation.
- Be able to identify two factors of EBP implementation success.
- Consider a next step within your agency to continue the implementation conversation.

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State Consultant Perspective

- Challenges:
 - Persistent gap between practice-as-usual and EBP
 - Train and hope = status quo
 - Little-to-no funding, resources, or expertise for implementation
- Opportunities:
 - Providers willing and ready (but not able) to change
 - Commitment to co-creation, resource sharing, and mutual learning to increase abilities
 - Trial-and-learning with active implementation

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National Implementation Research Network (NIRN)

NIRN NATIONAL IMPLEMENTATION RESEARCH NETWORK
FRANK PORTER EGAN Child Development Institute

ABOUT US NEWS PROJECTS PUBLICATIONS & RESOURCES AI HUB

SISEP Active Implementation Hub

Modules Lessons & Short Courses Resource Library

The Active Implementation Hub is a free, online learning environment for use by any stakeholder – practitioners, educators, coaches, trainers, purveyors – involved in active implementation and scaling up of programs and innovations. The site goal is to increase the knowledge and improve the performance of persons engaged in actively implementing any program or practice.

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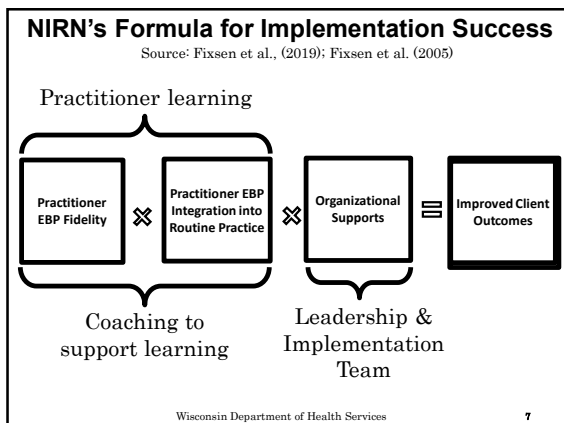
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 - Commitment to co-creation, resource sharing, and mutual learning to increase abilities, competencies, and expertise
 - Trial-and-learning with active implementation
- Lessons learned:
 - Using an implementation model is critical

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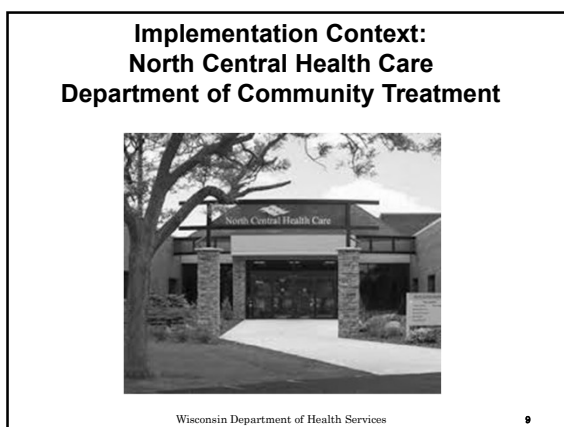
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 - Trial-and-learning with active implementation
 - Lessons learned:
 - Using an implementation model is critical
 - With organizational commitment, EBP implementation can happen with existing resources
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Director Perspective

- Selection of motivational interviewing as the EBP – “the why of MI”
- Decision to move forward with implementation
- Challenges:
 - time, attention, resources, expertise
- Successes:
 - staff, consumer, and organization benefits
- Lessons learned

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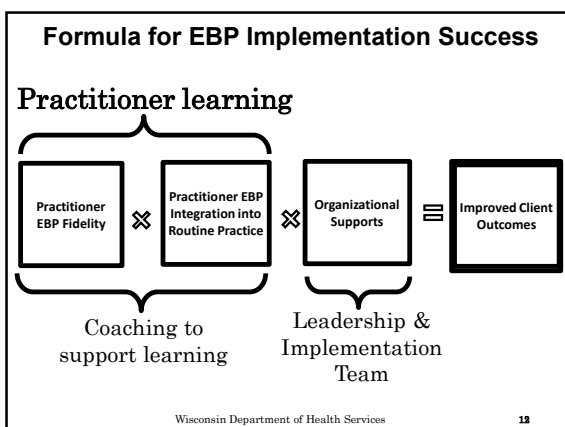
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Implementation Team Perspective

- Team functions and activities
- Challenges:
 - Barriers to change, limited capacities, limited expertise
 - Maintaining focus and momentum
 - Staff turnover
- Successes:
 - Development of internal implementation expertise
 - Development of coaching program (monthly sessions) with quarterly staff performance-based assessments
 - Data system used to improve and document results
 - Staff and coach engagement
- Lessons learned:
 - An implementation team is an invaluable resource for planning, monitoring, and improving EBP implementation

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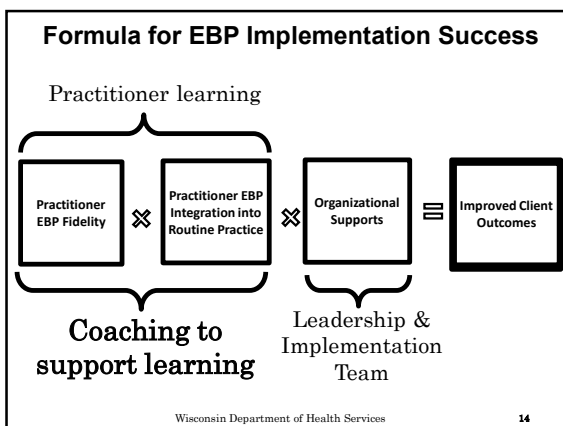
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Practitioner Perspective

- Challenges to learning MI as an EBP:
 - Takes time, effort, motivation, and engagement
 - New ways of working are initially awkward
 - Performance assessments are initially anxiety-inducing
- Implementation successes:
 - Monthly coaching focuses learning in supportive, collaborative ways with accountability
 - Performance-based fidelity reviews & feedback is concrete and inspires learning – can see improvements over time
 - Leadership investment in professional development feels good and leads to higher quality services
- Lessons learned
 - Performance assessment is hard but necessary for growth
 - Improvements in practice → positive client responses

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Coaching Perspective

- Coaching supports ongoing learning – fills the gap
- Challenges:
 - New role, questions about competence
 - Supporting new ways of working (change) is complex
 - Staying organized from session to session
- Successes:
 - Resources for coach development
 - Staff engagement and satisfaction with coaching
 - Good learning outcomes over time
- Lessons learned:
 - Coaching following training is critical for implementation
 - Coaching → staff MI fidelity/integration → quality services → good consumer outcomes

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Pair & Share: Your Perspective

- Of the challenges you've heard, which one stands out? Why do you think addressing this challenge is critical for successful EBP implementation?
- Which 1-2 factors seem particularly important for EBP implementation success? Why do you think this?

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Closing Activity

Where does this presentation leave you? In the chat box, note the next right step you might take within your agency to continue the implementation conversation.

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References

- Fixsen, D. L., Blase, K. A., & Van Dyke, M. K. (2019). *Implementation practice & science*. Chapel Hill, NC: Active Implementation Research Network.
- Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M., & Wallace, F. (2005). *Implementation research: A synthesis of the literature*. Tampa, FL: National Implementation Research Network, University of South Florida.
- National Implementation Research Network's active implementation hub for online learning: <https://nirn.fpg.unc.edu/ai-hub>

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