

Implementation Teams : Don't Start Change without One!

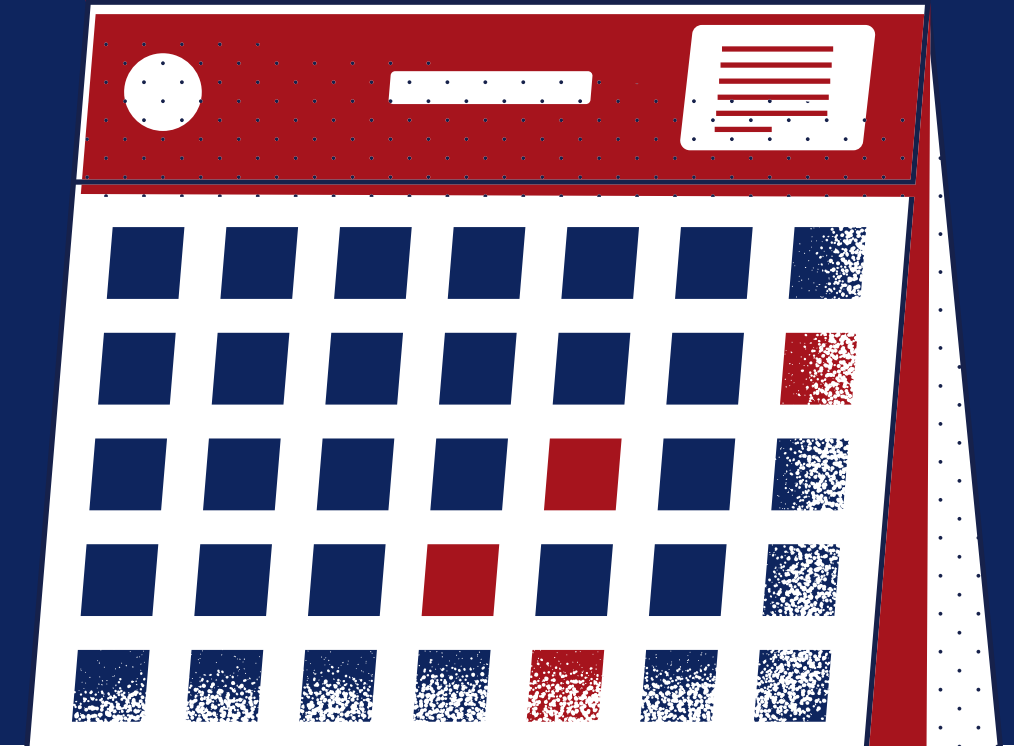


IMPACT

Learning and Leading Group



SESSION OUTCOMES



Understand why implementation teams are key to significant results and achieving hoped outcomes.

Understand the key characteristics of implementations teams.

Take away 3 ways you can get started with implementation teams.



"An expert Implementation Team produces about 80% successful use of innovations in about three years. Without the support of an expert Implementation Team, there is about 14% success in 17 years."

- Fixen, Blase, & Van Dyke, 2019

TWO VISIBLE LEARNING SCHOOLS

**K-12
169 TEACHERS**



**7TH - 10TH
125 TEACHERS**



Source: Donohoo, Jenni, et al. "Implementing High-Leverage Influences from the Visible Learning Synthesis: Six Supporting Conditions." Education Sciences, MDPI AG. Klybeckstrasse 64, 4057 Basel, Switzerland.

Effective Implementation Includes...



From *Knowing* to Doing

=

Significant Results

Source: Donohoo, Jenni, et al. "Implementing High-Leverage Influences from the Visible Learning Synthesis: Six Supporting Conditions." *Education Sciences*, MDPI AG. Klybeckstrasse 64, 4057 Basel, Switzerland.

1 Implementation Teams

2 Cultures of Collaboration

3 Professional Learning Structures

4 Fidelity Assessments

5 Implementation Monitoring

6 Improvement Cycles

Wanted-Skillful Implementation Member

Must have...



Talent
Wanted

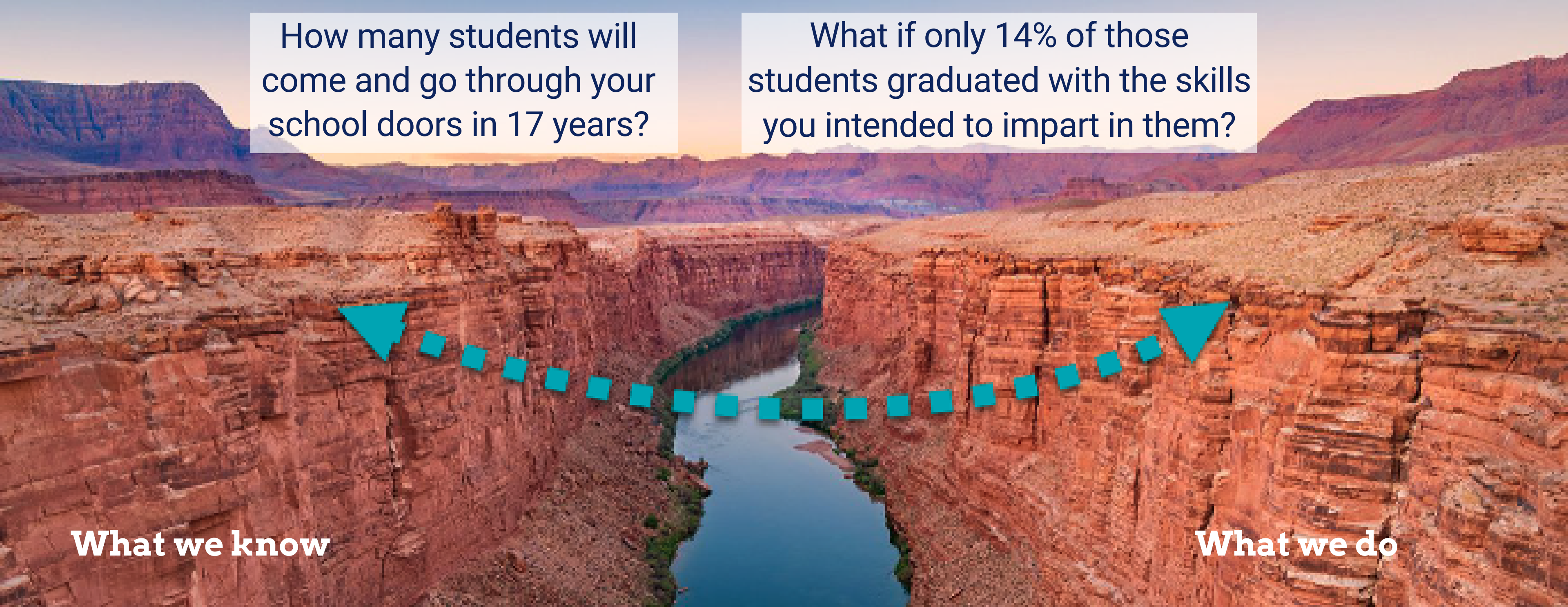
In the education system, where resources and time are limited, strategic implementation can often be the difference between programs that fail and programs that create sustainable change.”

- Aaron R. Lyon PhD, SMHSA Implementation Science and Practice In the Education Sector, 2019



How many students will come and go through your school doors in 17 years?

What if only 14% of those students graduated with the skills you intended to impart in them?



What we know

What we do

The Implementation Gap!



Think of an evidence-informed innovation or a promising practice that did not produce the intended results.

What might be some reasons why the innovation was not successful.



BUY-IN

RESOURCES

LEADERSHIP

FIDELITY / INTEGRITY ISSUES

INDIVIDUAL OR COLLECTIVE BELIEFS & VALUES

CULTURE, CLIMATE, CONTEXT

PROFESSIONAL LEARNING

What we know

What we do

Contributing Factors



*"Without follow-up coaching, we should expect **no more than 5%** sustained use of a practice or program from which teachers were trained."*

- Williams, 2015



- **How were professional learning events and designs selected?**
- **Was the purpose for information / dissemination or for skill building?**
- **Did the skill building learning events make a difference in adult behavior in the classroom?**
- **How do you know?**

ABC SCHOOL DISTRICT
\$100,000 for training/per year

Evidence-Informed Program or Practice

\$500/participant
= 200 teachers and admin/year for 3 years

TRAINED 600 EDUCATORS FOR TOTAL OF \$300,000

30 CLASSROOMS (5%)



LEADERSHIP

FIDELITY / INTEGRITY ISSUES

BUY-IN

RESOURCES

INDIVIDUAL OR COLLECTIVE BELIEFS & VALUES

CULTURE, CLIMATE, CONTEXT

PROFESSIONAL LEARNING

What we know

What we do

Why "just do it" doesn't work!

Who's going to do this work?

Effective Implementation is **COMPLEX**



Synonymous with
CHANGE



Requires careful
planning



Takes place in
stages





WHAT'S AN IMPLEMENTATION TEAM

"Implementation teams are three to five individuals who are accountable for ensuring that implementation drivers (training, coaching, fidelity, decision-support data systems, facilitative administration, systems intervention, and technical and adaptive leadership are in place."

- Fixsen & Van Dyke, 2021

An implementation team is "a team charged with the designing and leading the implementation of an organization-wide strategy."

- Higgins, Weiner, Young, 2012



BUY-IN

RESOURCES

LEADERSHIP

INDIVIDUAL OR COLLECTIVE BELIEFS & VALUES

CULTURE, CLIMATE, CONTEXT

PROFESSIONAL LEARNING

IMPLEMENTATION TEAMS
(HOW)

What we know

What we do

**"Implementation teams bridge the gap
between what we know and what we do."**

- Carney & Pizzuto, 2021

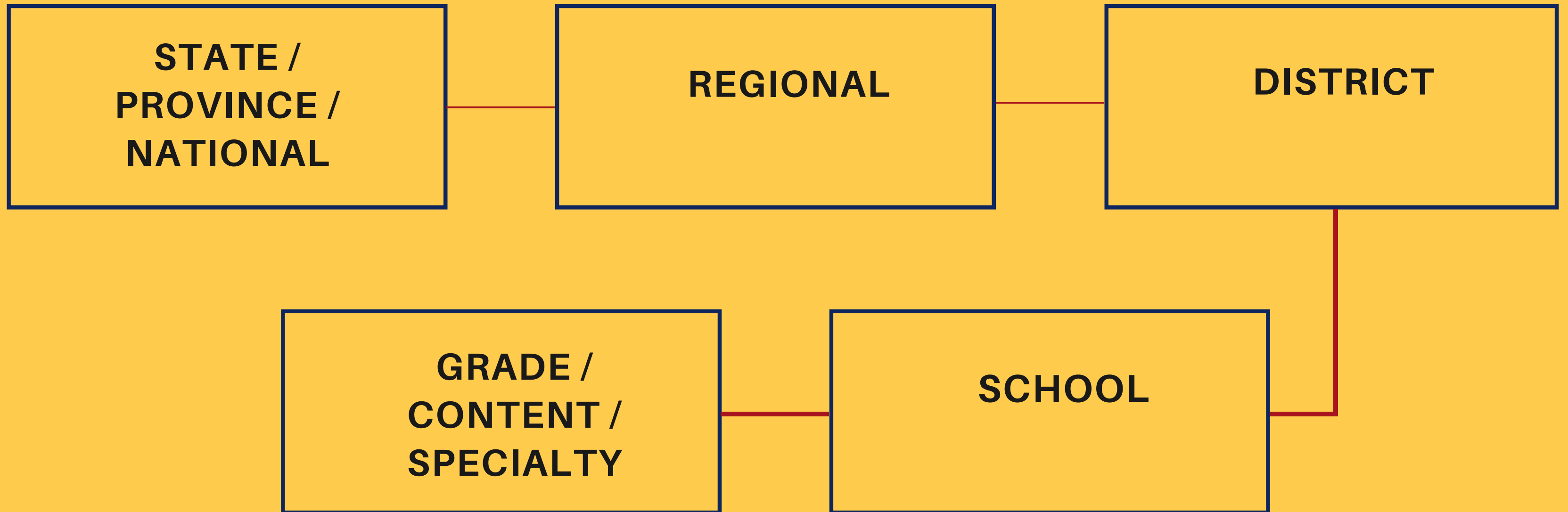
Leverage for Implementation

WE "MAKE IT HAPPEN"

Source: Fixen, D.L., Blase, K.A. & Van Dyke, M.K. (2019)



Implementation Teams



IMPLEMENTATION TEAM

A collaborative team of people accountable to the success of the implementation.

Focus on Implementation of Evidence-Based Practice

A Collaborative Team with a Focus on Full and Effective Use of the Innovation

Collective Inquiry into Effective Change Drivers and Enabling Contexts and Structures

Action Oriented: "Making it Happen"

A Commitment to Using Fidelity Measures and Continuous Cycles of Improvement

Results Oriented implementation results

PLC

A team of educators who collaboratively work to improve teaching skills and the academic performance of students.

Focus on Learning

A Collaborative Culture with a Focus on Learning

Collective Inquiry into Best Practices and Current Reality

Action Oriented: Learning by Doing

A Commitment to Continuous Improvement


Results Oriented student learning results



IMPLEMENTATION TEAM RESPONSIBILITIES

- Champion the innovation
- Support Readiness and Increase "buy-in"
- Provide implementation supports
- Create capacity, coherence, and alignment
- Anticipate and prevent issues
- Problem solve and sustainability
- Assess fidelity and outcomes
- Apply new learning
- Support and ensure equity in implementation

Source: Tout, Metz & Bartley (2013) & Fixe, Blase, & Van Dyke, (2019)

A top-down view of a meeting table with several people's hands and forearms visible. In the center, a white rectangular box contains a quote in red, italicized text. Below the quote, the source is cited in a smaller, black font. The background shows a dark grey table with a few green puzzle pieces scattered on it.

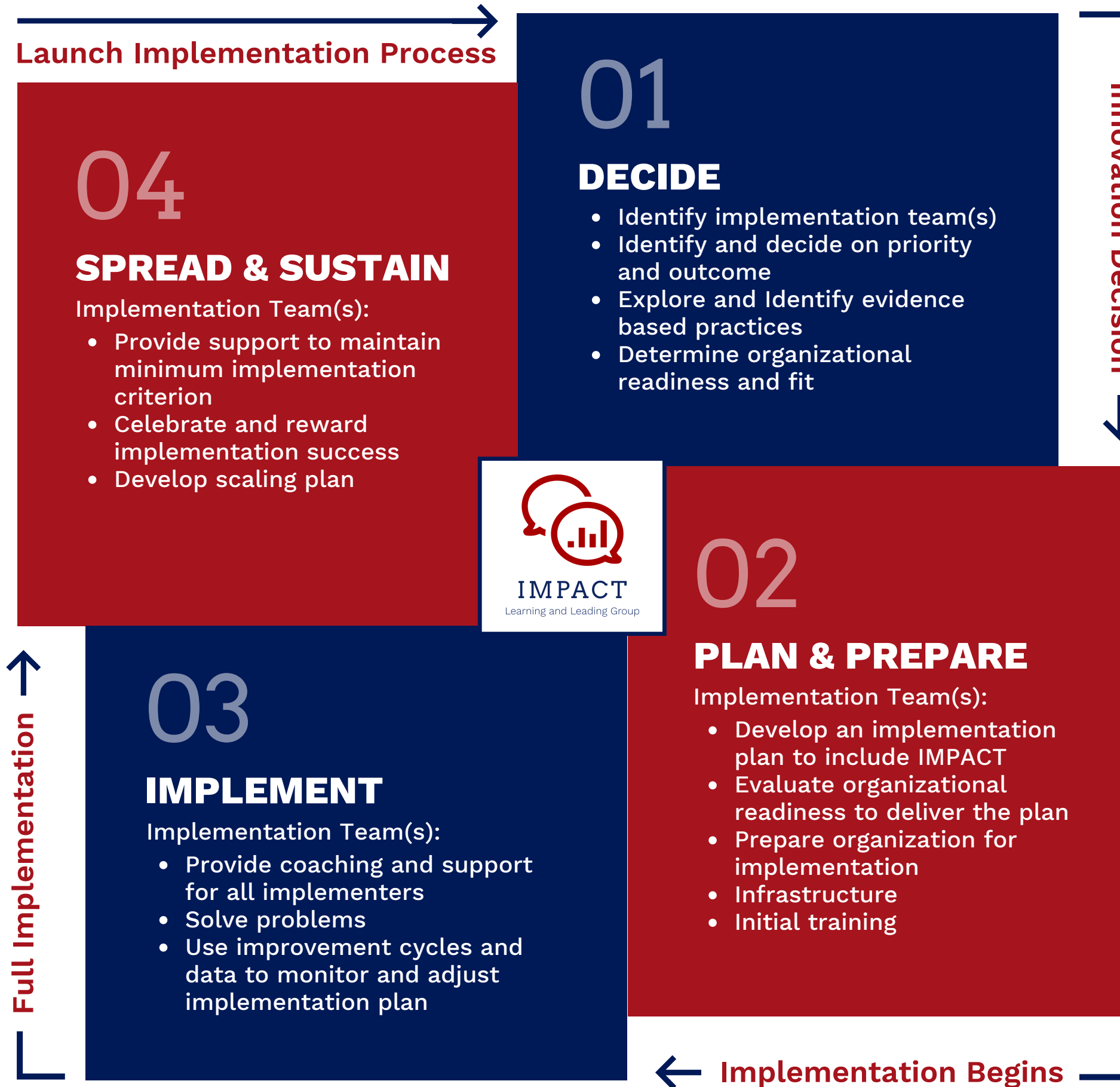
“The School Implementation Team is a critical structure to facilitate the strategic planning and guidance necessary to ensure the school community is prepared to serve all students.”

- United Federation of Teachers, 2020



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Implementation Stages



Effective Implementation Teams



1 Implementation Teams

2 Cultures of Collaboration

3 Professional Learning
Structures

4 Fidelity Assessments

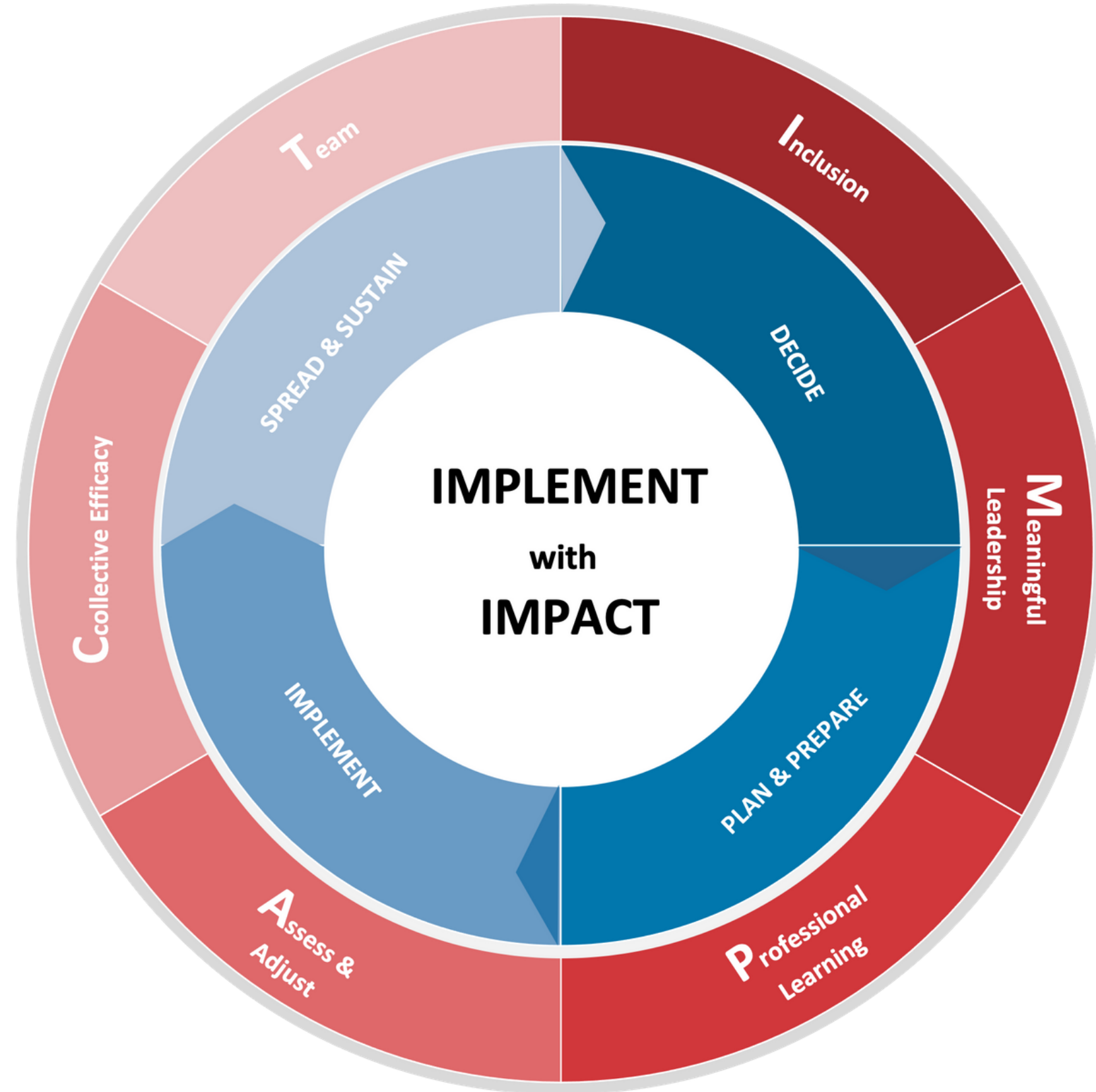
5 Implementation Monitoring

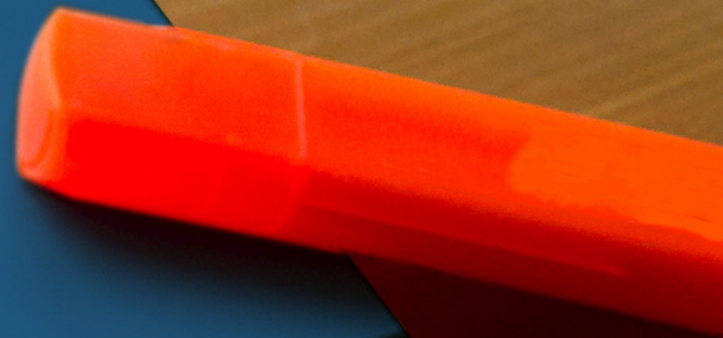
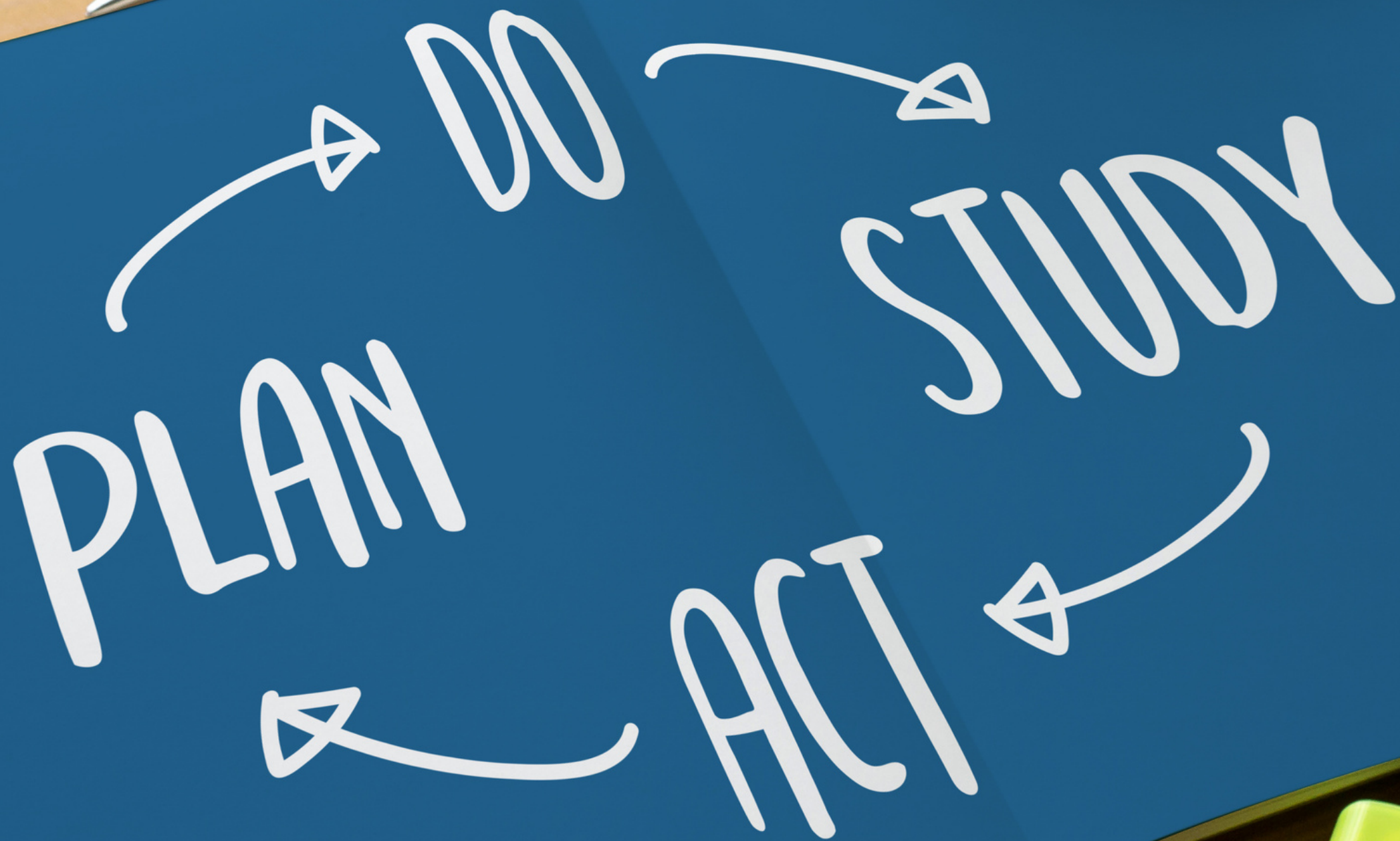
6 Improvement Cycles



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Implementation Framework

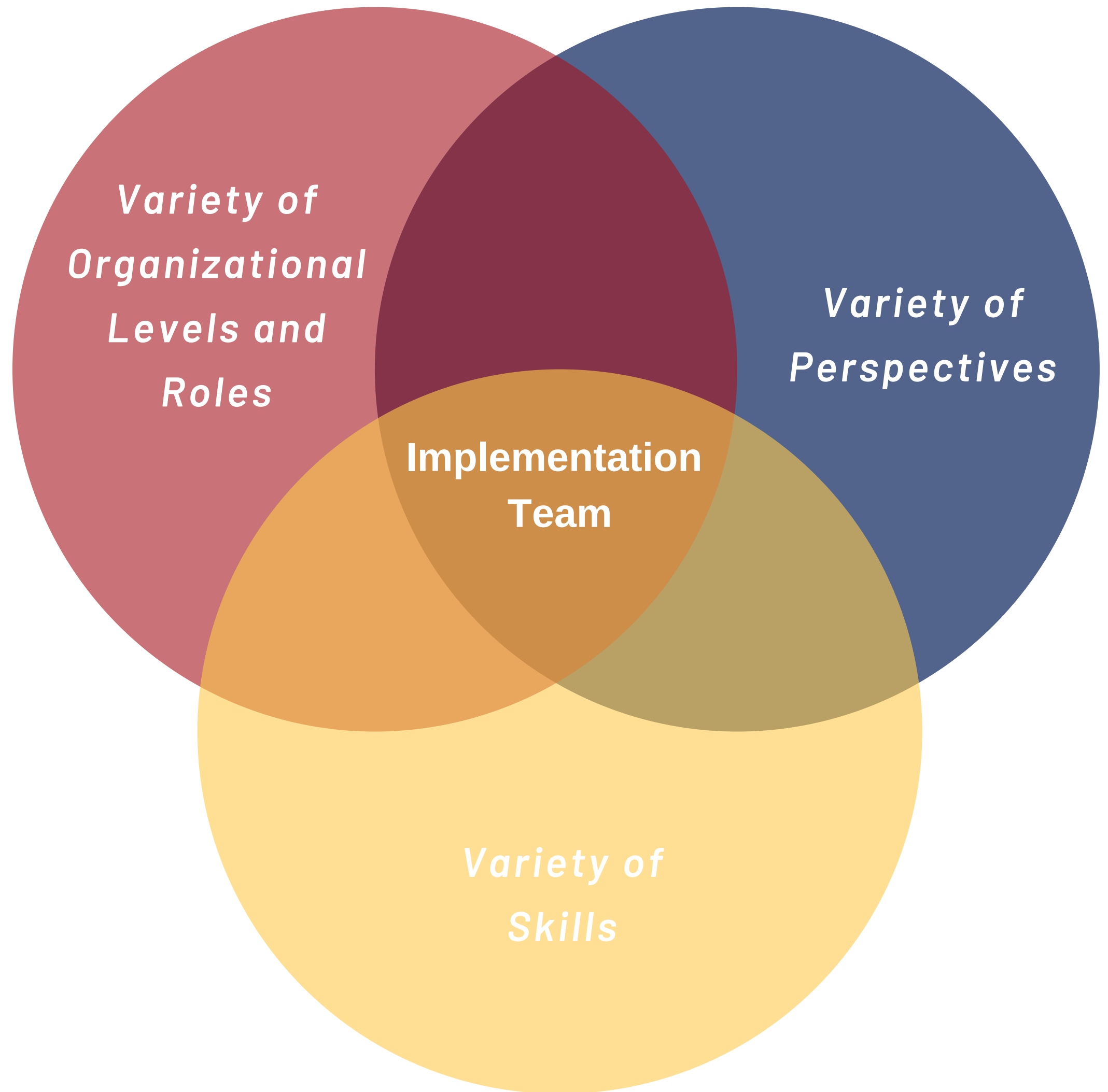




**Who should be
a part of an
implementation
team?**



Inclusive Implementation Team Composition



IMPLEMENTATION TEAM SKILLS

- Analyzing and synthesizing data
- Facilitating adults and adult learning
- Developing data collection tools and/or data-informed presentations





KNOWLEDGEABLE ABOUT

- School climate, culture, and context
- School programs and practices
- Specific content
- Supervision and Leadership
- District and school policies
- School funding and budgeting
- Equity and inclusion
- District and School support services
- Organizational and systems thinking



People involved in the change deserve to have a voice in the change.





AFTER YOU FORM YOUR TEAM

- Establish team commitment and schedule
- Develop team expectations and norms
- Team roles
- Communication (inter and intra)
- Assess implementation culture
 - (boosters and barriers to implementation)

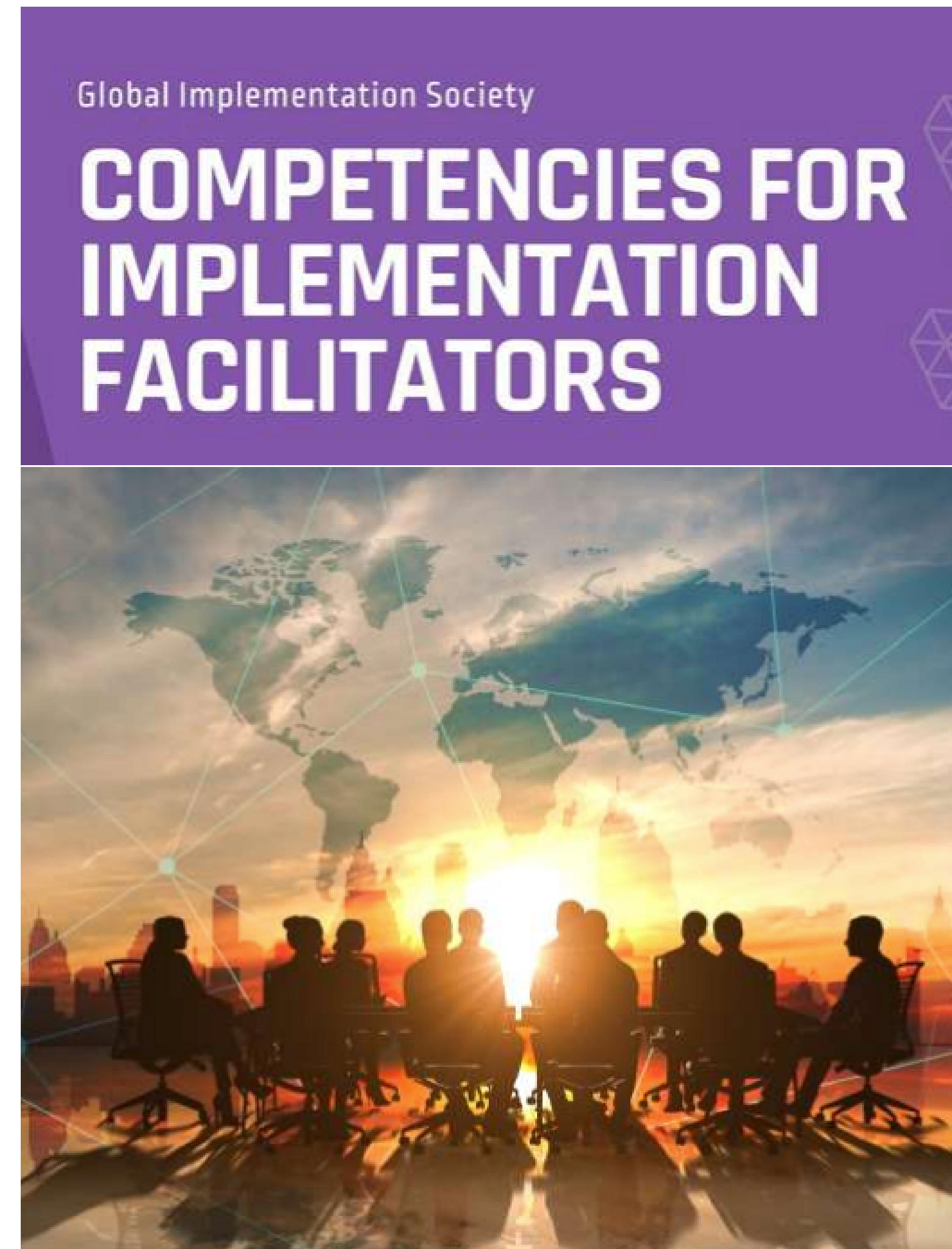
IMPLEMENTATION TEAM COMPETENCIES

- Knowledge about the evidence-based intervention
- Knowledge about implementation methods
- Data collection and analysis
- Effective teams
- Building relationships and motivation
- Facilitating change

adapted from : Competencies for Implementation Facilitators, Global Implementation Society, (2021)



1. Knowledge about the Innovation and Implementation Methods
2. Diagnosis and Data Analysis
3. Implementation Team
4. Understand, Engage and Collaborate with those Implementing the Intervention.
5. Facilitating Change

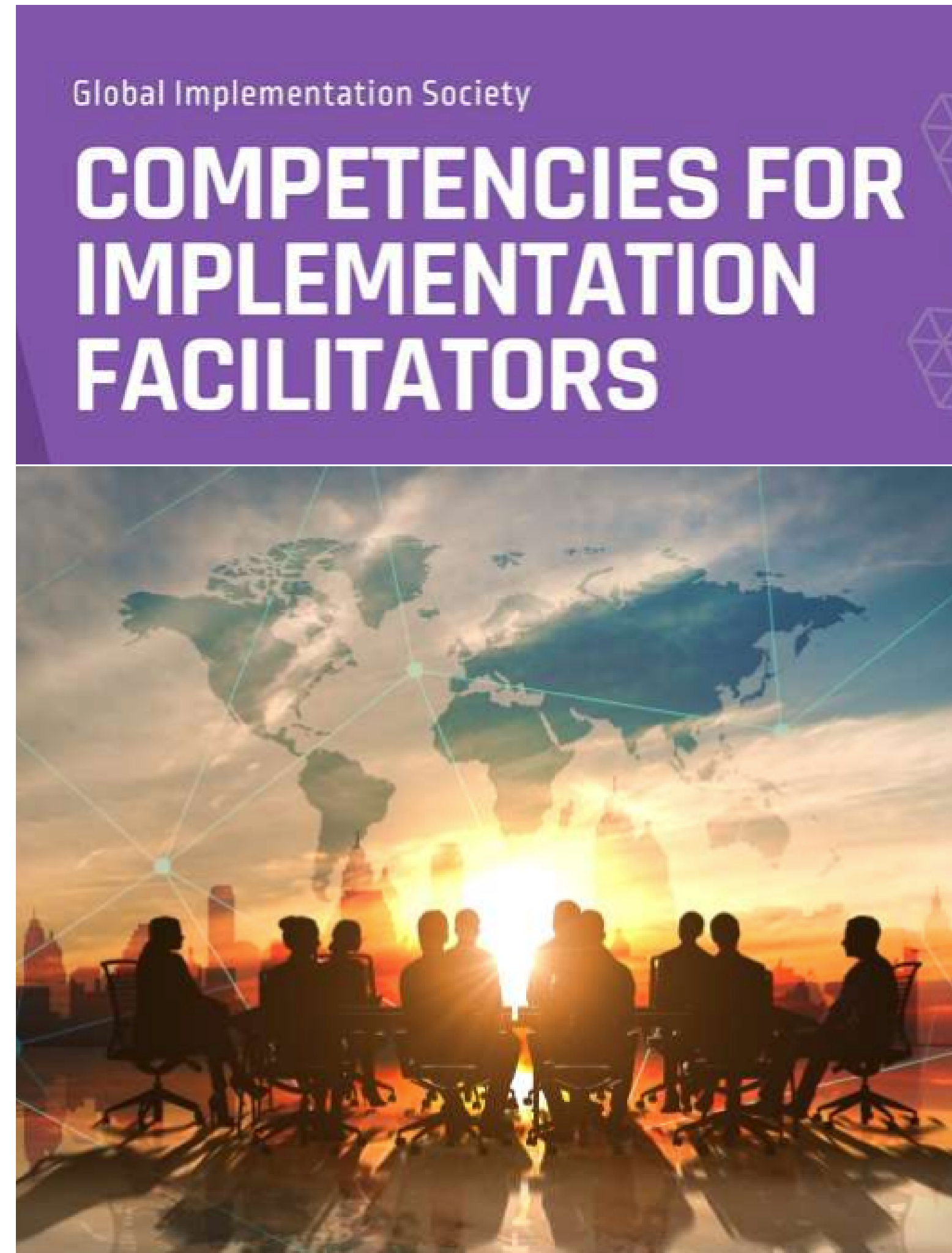


1.1 Knowledge about the Innovation

Beginner

Intermediate

Expert

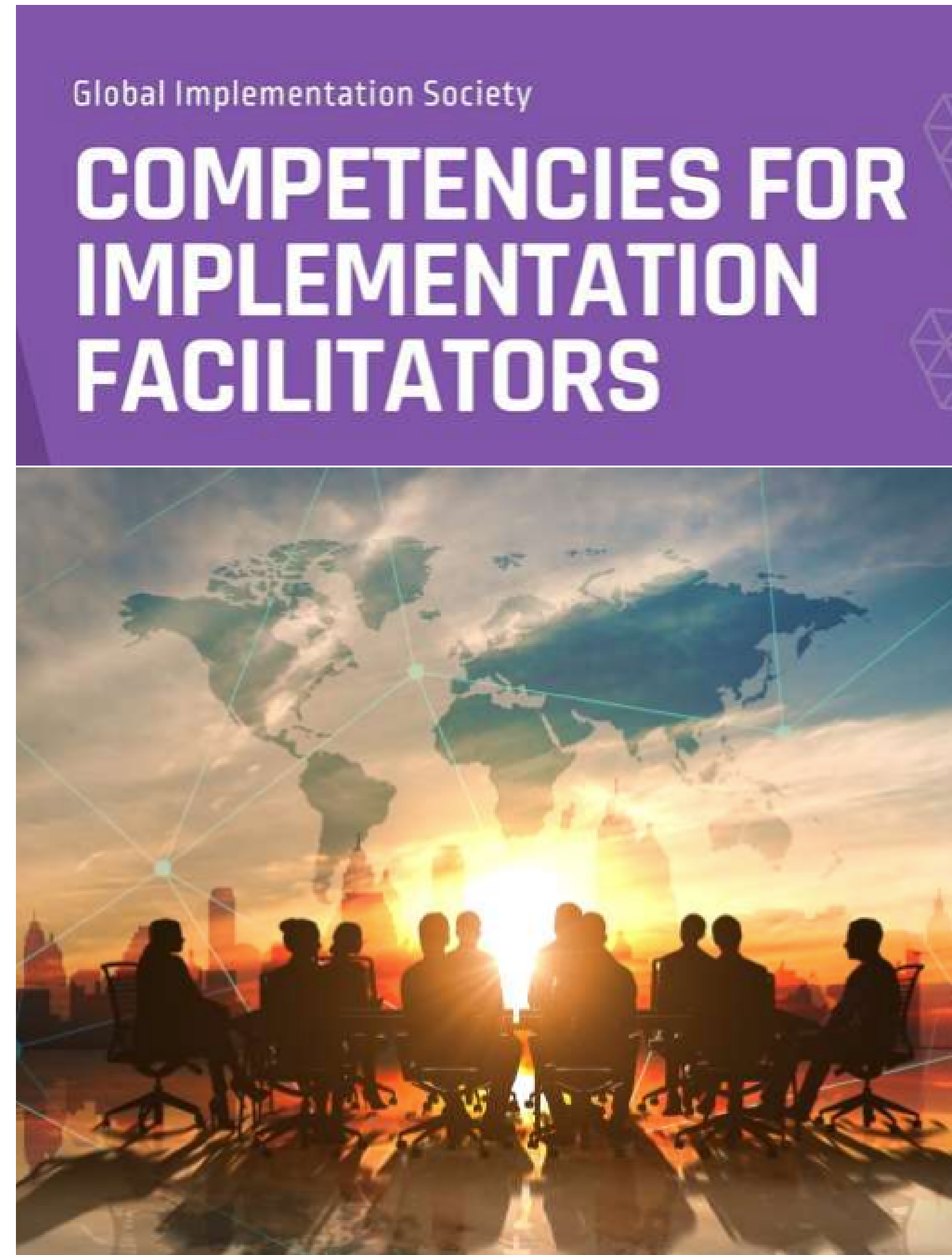


2.1 Readiness Assessment

Beginner

Intermediate

Expert

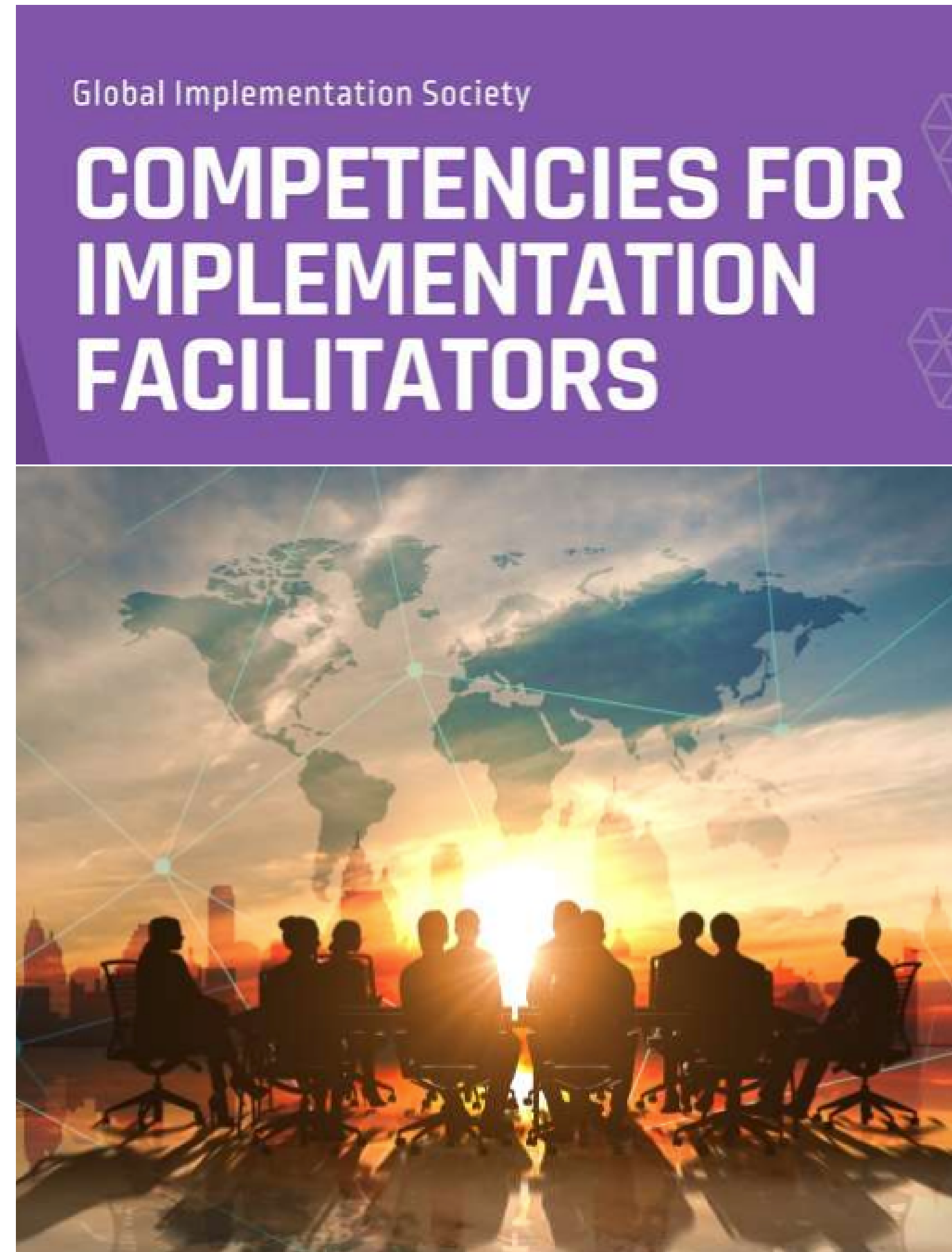


2.2 Implementation Progress

Beginner

Intermediate

Expert

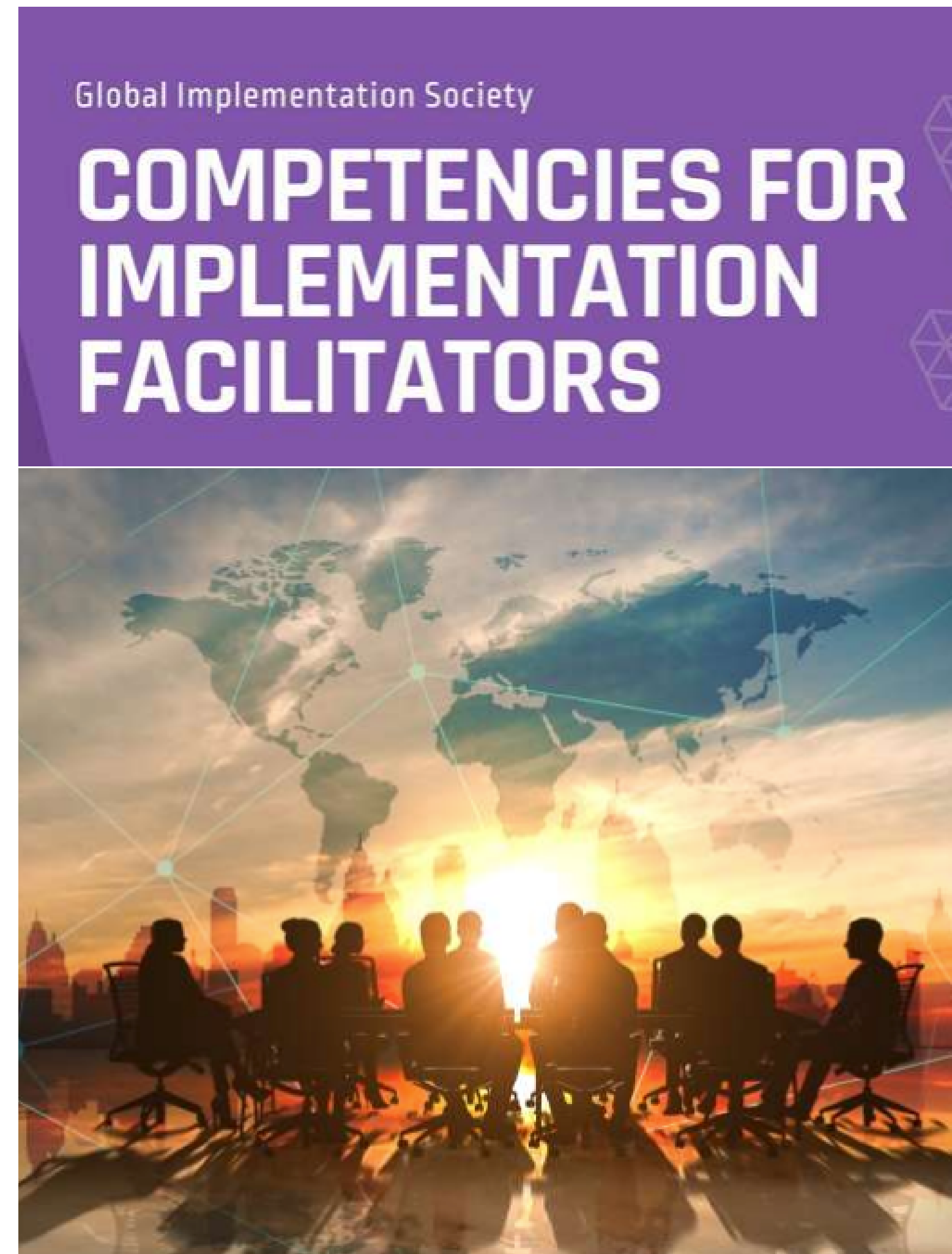


4.1.1 Encouraging and Sustaining Collaboration

Beginner

Intermediate

Expert

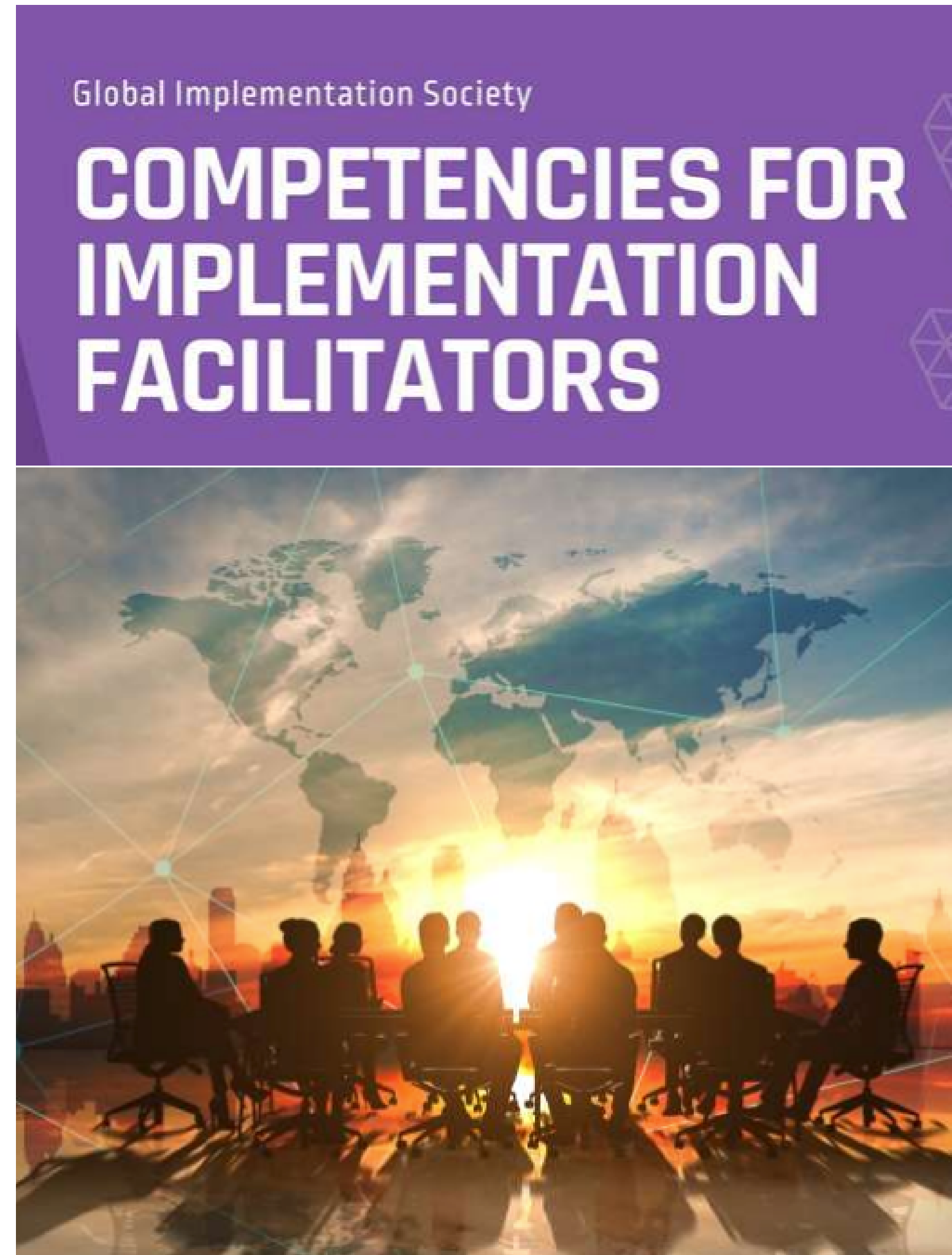


5.3 Coaching

Beginner

Intermediate

Expert



Wanted-Skillful Implementation Member

Must have...

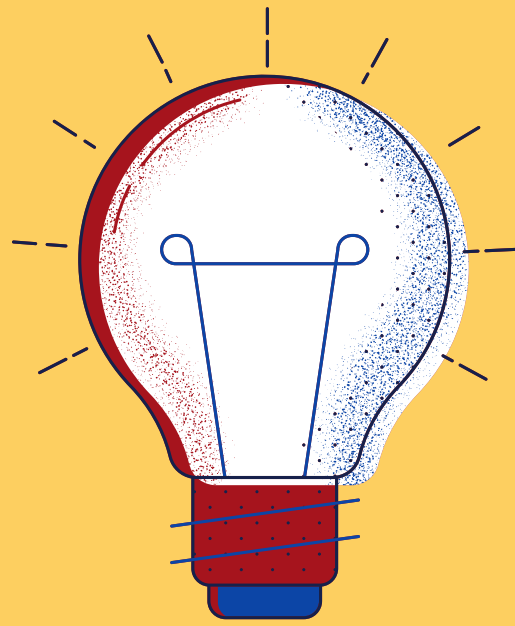


Talent
Wanted

“Effective Implementation is the missing link in human service systems. It is the reason for the lack of progress in education.”

Fixen, D.L., Blase, K.A. & Van Dyke, M.K. (2019)





GETTING STARTED

Use existing teams to include a focus on solving implementation challenges and supporting implementation fidelity.

Be inclusive and include implementers and other stakeholders to help with your implementation monitoring and support.

Build your team's implementation literacy and discuss ways to plan for and support effective implementation.

Thank you!

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