

Education Transformation: Using Implementation Science to Support Systems Level Change

Yolanda Perkins, EdS
Rebekah Hornak, MA

Dartmouth College – October 10, 2023



Who We Are..



The National Implementation Research Network (NIRN) uses the science and practice of implementation to help solve real-world problems. We are a multidisciplinary team with the mission to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.

NIRN is located within the Frank Porter Graham (FPG) Child Development Institute at the University of North Carolina at Chapel Hill.



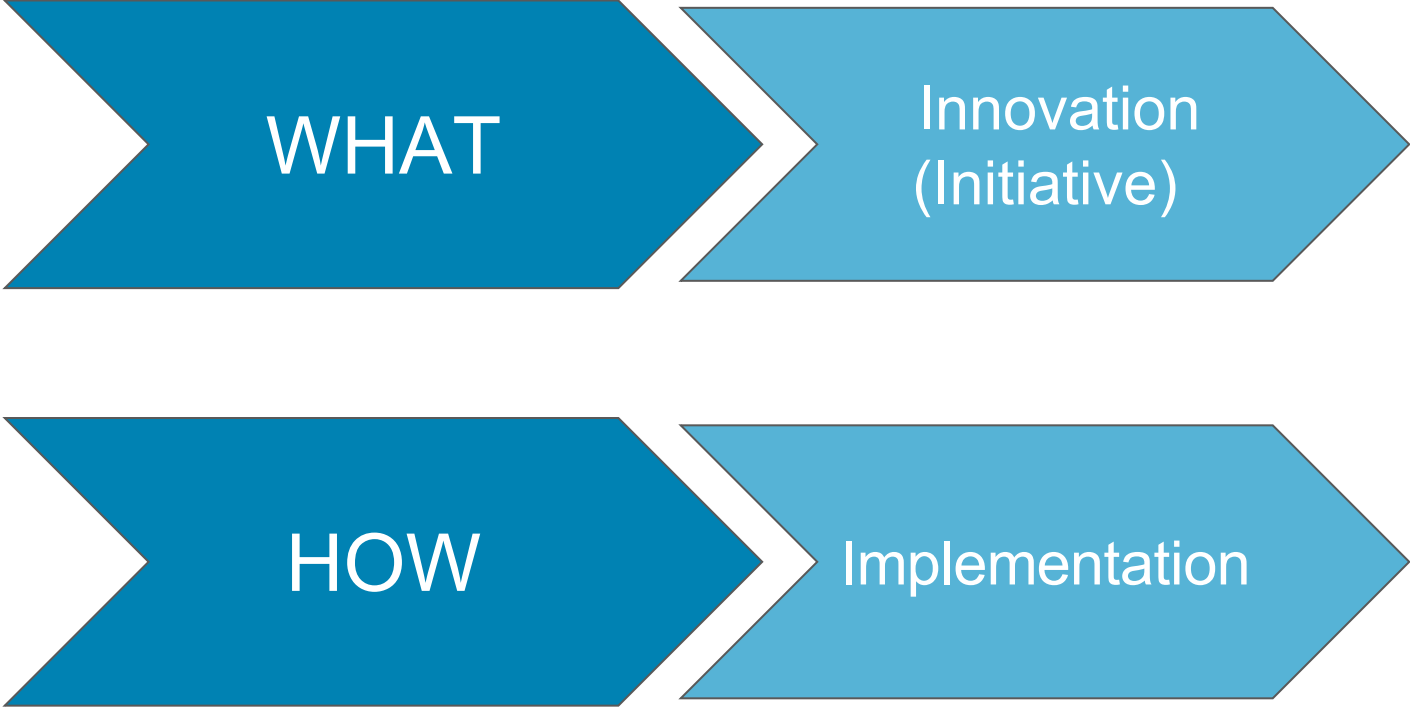
Yolanda Perkins
Implementation Specialist



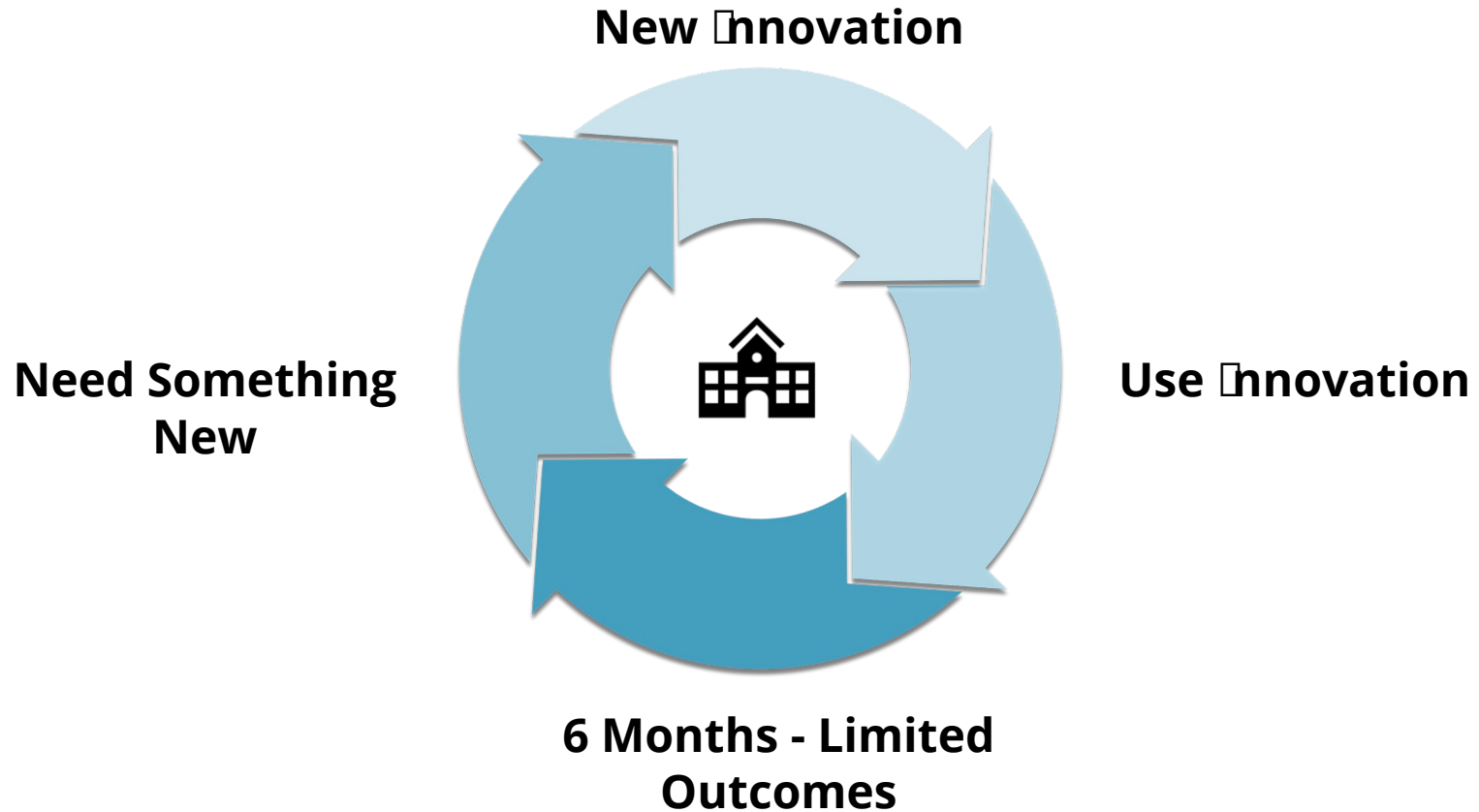
Rebekah Hornak
Implementation & Communications Specialist



Innovation and Implementation



Too Often...



Strategies, when used alone...

- Sharing information
- Training
- Policy Change
- Providing Funding/Incentives
- Organization Change



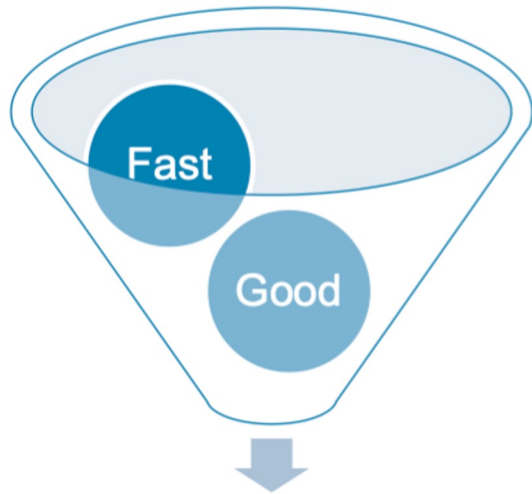
Use of
Practices As
Intended

These strategies are necessary, but not sufficient when used alone.

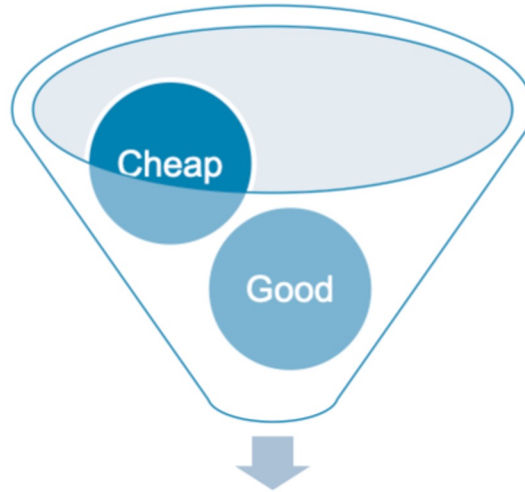


Wexelblatt's Algorithm (Cheap, Fast, Good)

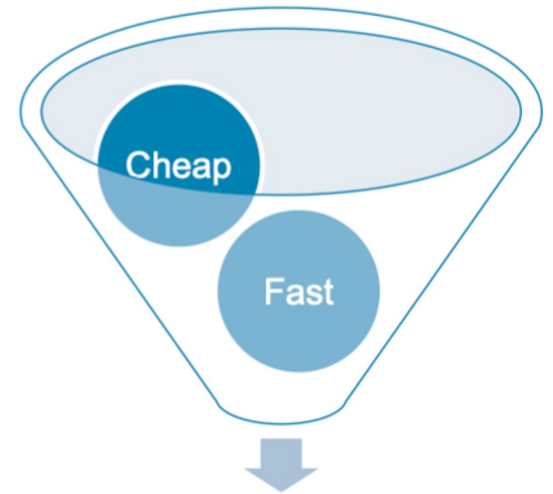
When implementing an innovation, you may only pick two...



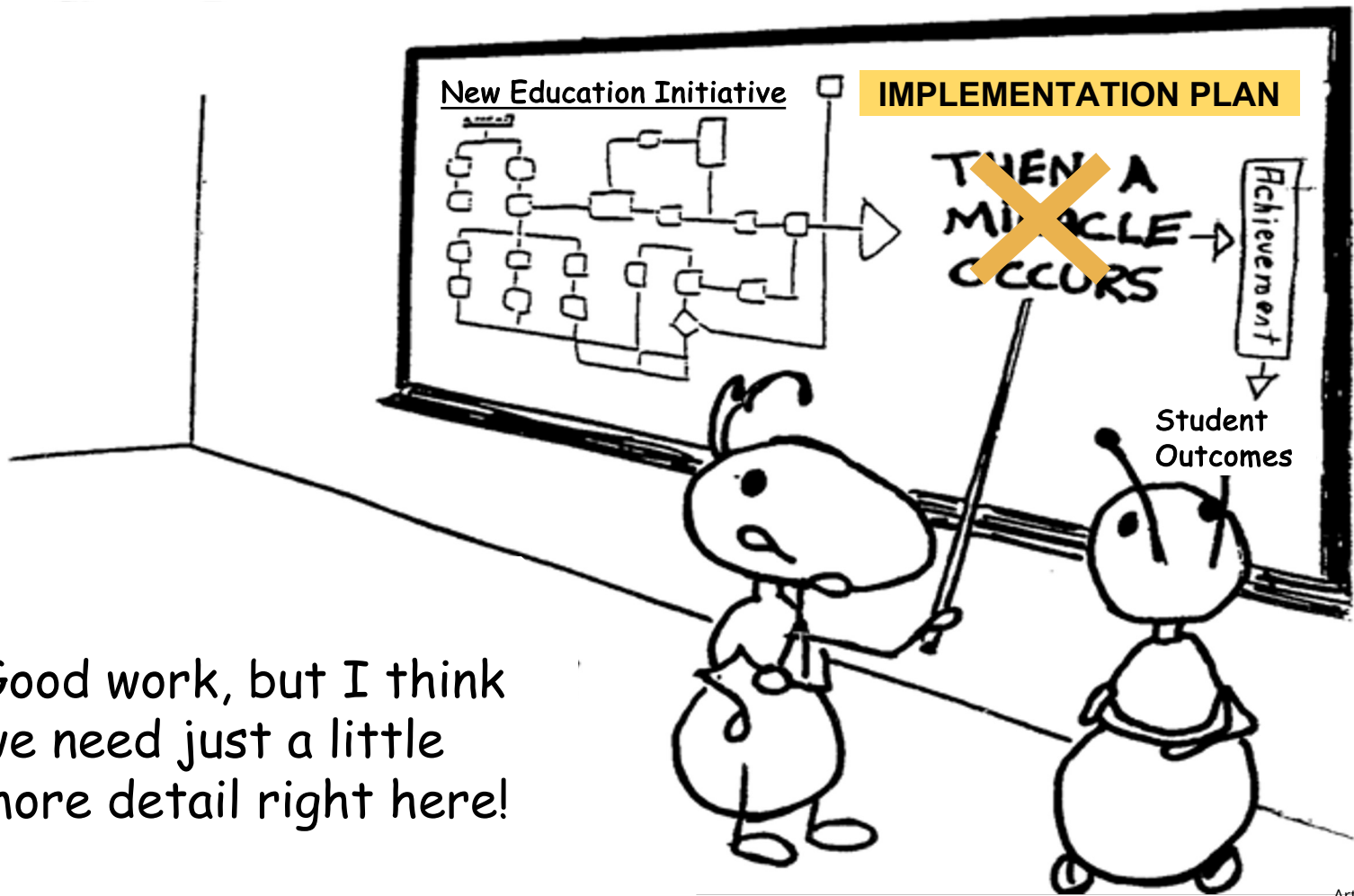
It won't be Cheap!



It won't be Fast!



It won't be Good!

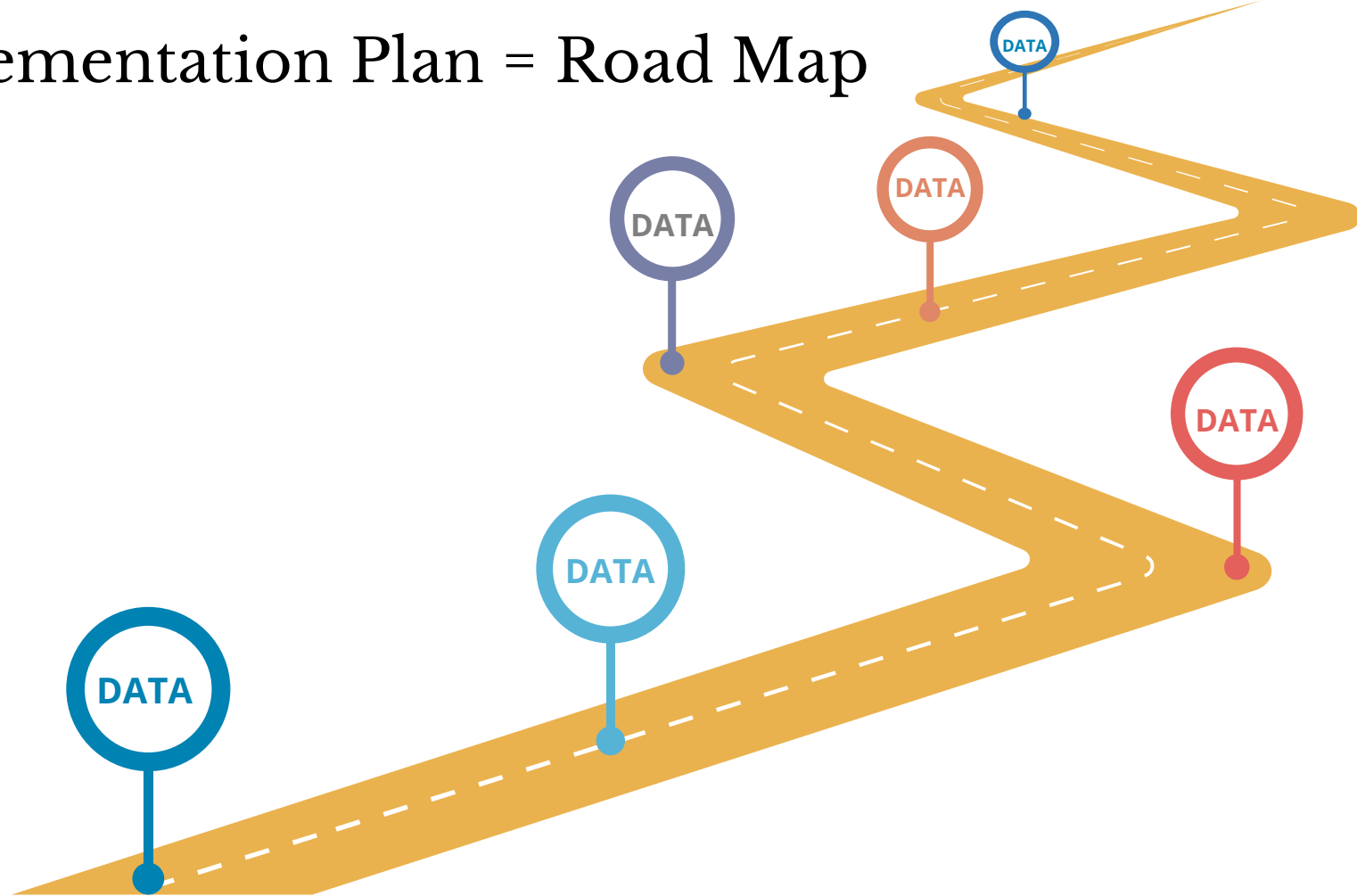


Good work, but I think we need just a little more detail right here!

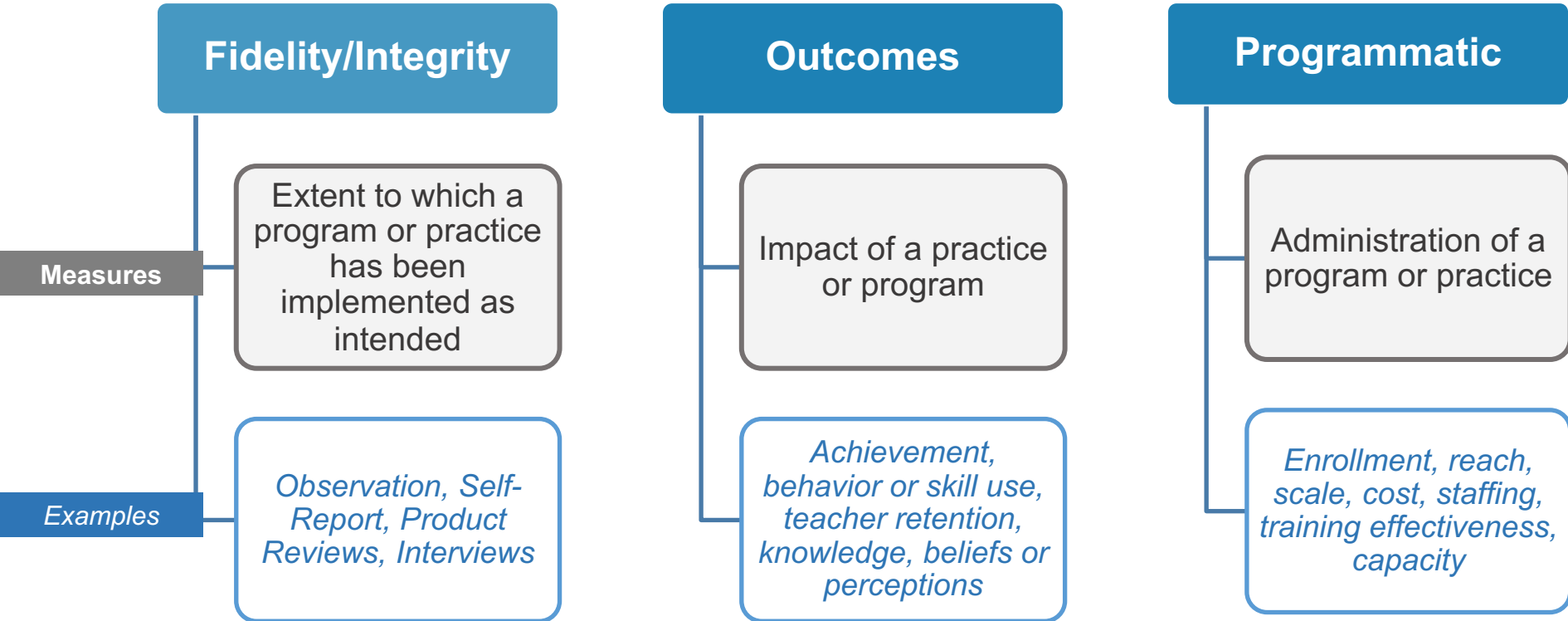
Artist unknown






Implementation Plan = Road Map



Types of Implementation Data



Levels of Data

Level	Purpose	Examples
Satellite Data 	Illuminate group trends	Standardized test scores, attendance, graduation rates, teacher retention, parent participation
Map Data 	Identify learning trends or instructional skill gaps	Progress monitoring, classroom assessments, surveys
Street Data 	Gain insight of student, staff, parent experiences and mindsets & monitor internalization of skills	Empathy interviews, student work, observations





Active Implementation



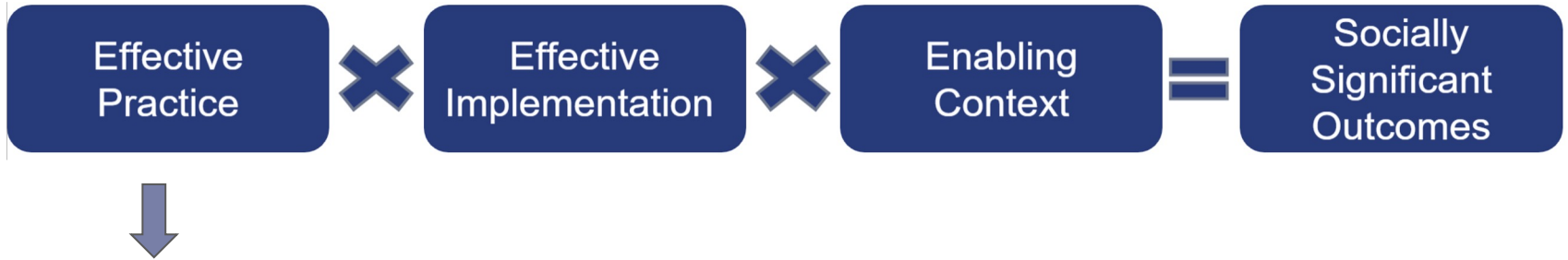
Active Implementation Formula



Fixsen & Blase, 2020



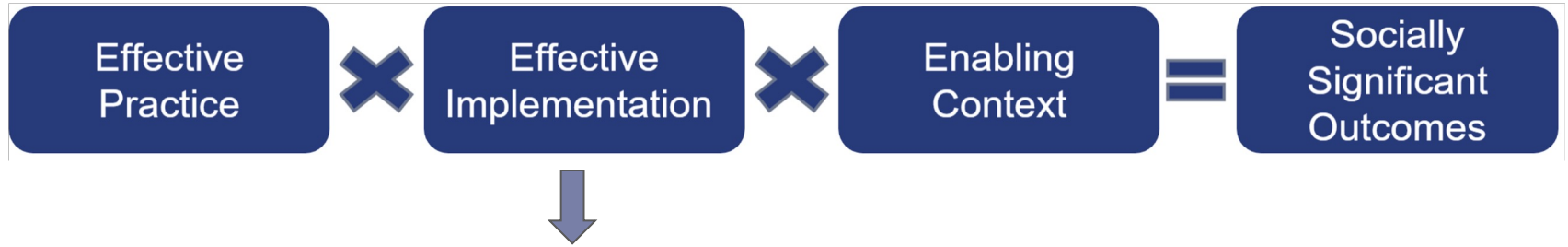
Active Implementation Formula



- What is being implemented?
- What is the evidence for its effectiveness? For whom?
- How well operationalized is the practice?
- How can it be adapted to the context?



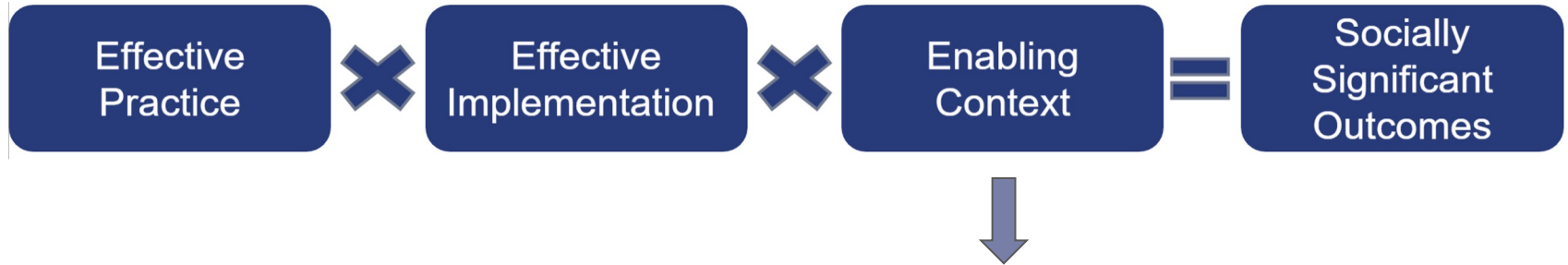
Active Implementation Formula



- How does implementation progress over time?
- How do we build an infrastructure to support sustained implementation and achieve fidelity?
- How do we use data to communicate about and improve our work?
- How do we transition supports-build internal capacity?



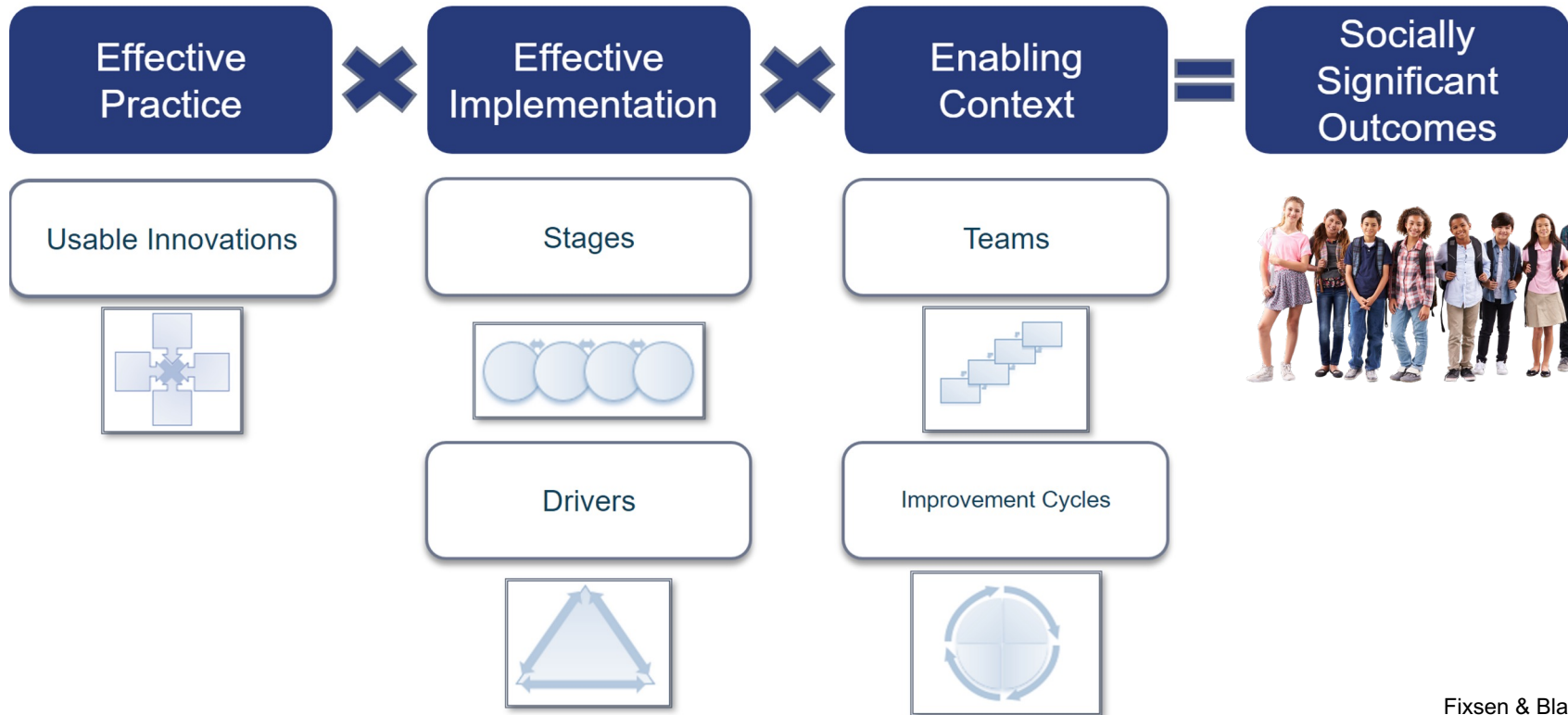
Active Implementation Formula



- How are implementation teams engaging critical perspectives in the process?
- How is data used for improvement and learning?



Active Implementation Frameworks



Fixsen & Blase, 2020



Discussion



- Reflect on current or past work related to improving socially significant outcomes.



- Was a key factor missing? Which one?
- What was a key factor to success?
- Discuss with an elbow partner

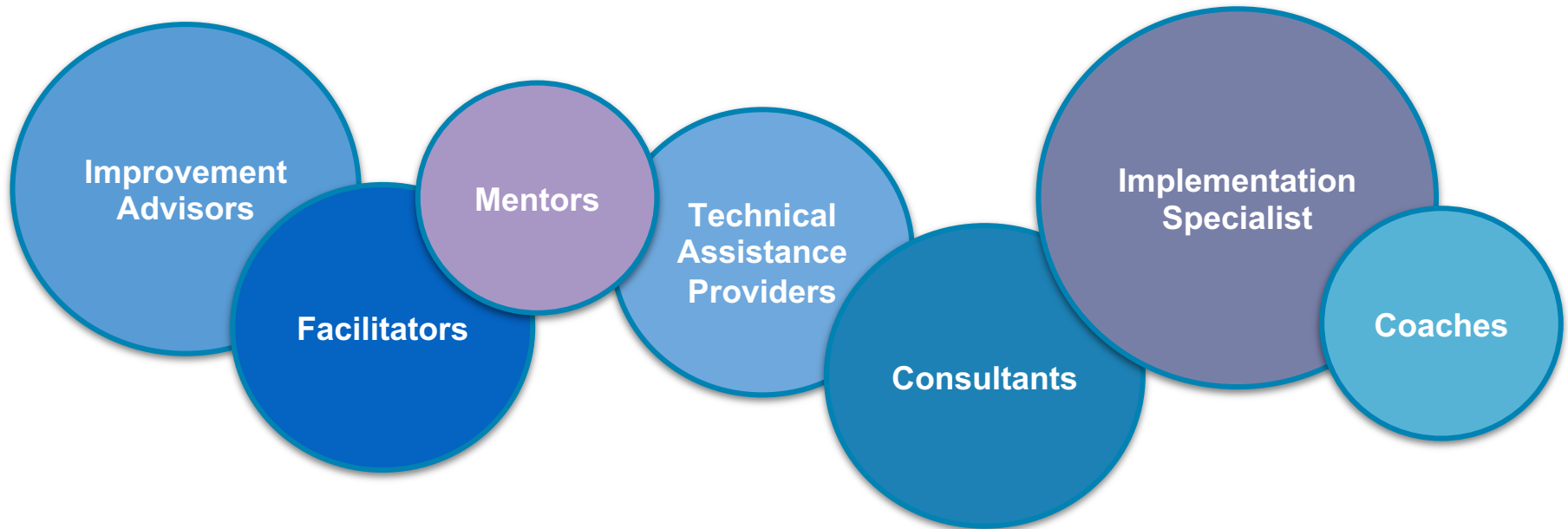




Implementation Support Practitioner Competencies



Implementation Support Practitioners



What Competencies do Implementation Support Practitioners Need?

34 respondents

- 15 intermediary organizations
- Included Europe, United States, Canada, and Australia

420 Qualitative Comments

- 10,411 total word count
- 275 comments in the form of a question (36), suggested revisions (217), and affirmations (44)

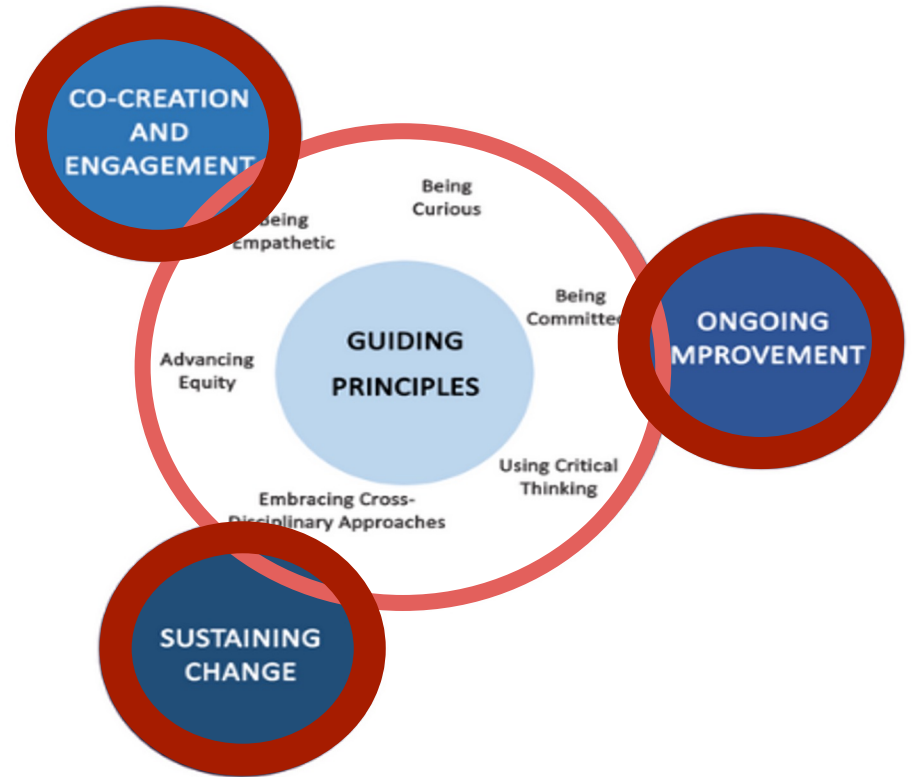


Metz et al., 2020



Implementation Support Practitioners Competencies

- 6 guiding principles
- 3 competency domains
- 15 core competencies



Metz et al., 2020



Core Competencies

Co-Creation & Engagement

- Co-learning
- Brokering
- Address Power Differentials
- Co-design
- Tailoring Support

Ongoing Improvement

- Assess Needs & Assets
- Understand Context
- Apply & Integrate Implementation Frameworks & Strategies
- Facilitation
- Communication
- Conduct Improvement Cycles

Sustaining Change

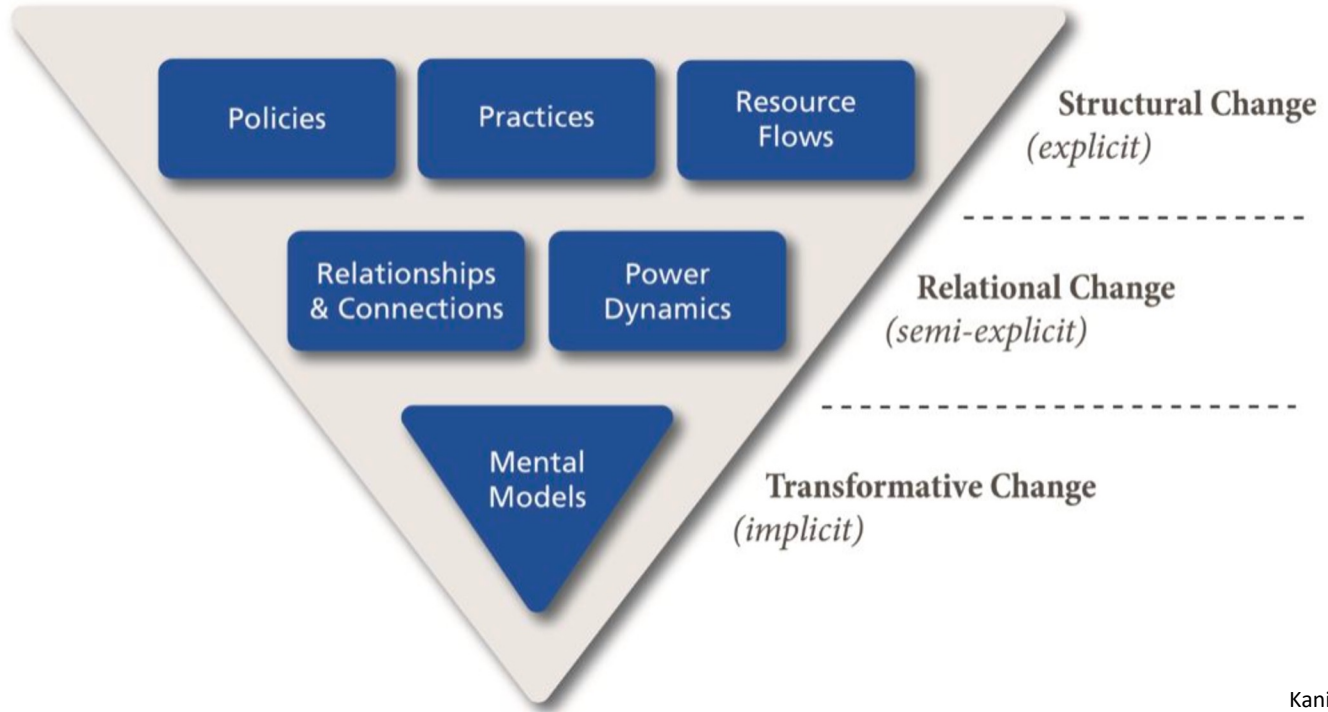
- Grow & Sustain Relationships
- Develop Teams
- Build Capacity
- Cultivate Leaders & Champions

Metz et al., 2020



Transformational Change

Six Conditions of Systems Change



Kania et al., 2018



Systems change is about shifting the conditions that are holding the problem in place.



Kania et al., 2018





District Examples



District Stories - Social Emotional Learning Program

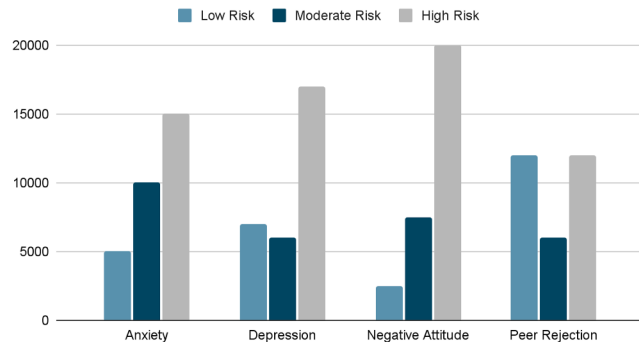
District 1



District #1

- Urban - High Socio-economic rate
- 314 schools; 199,089 students

Middle School Student Screener



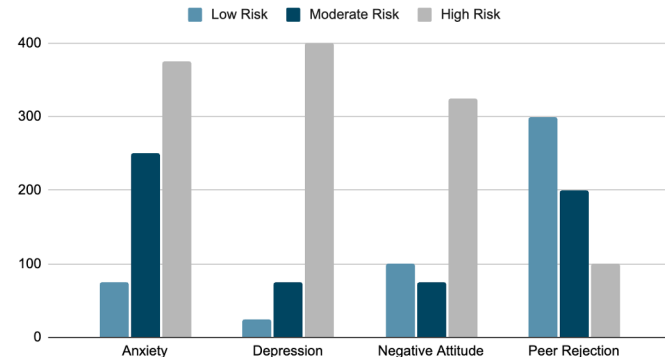
District 2



District #2

- Rural - High-poverty rate
- 3 schools; 1208 students

High School Screener



A TALE OF TWO DISTRICTS

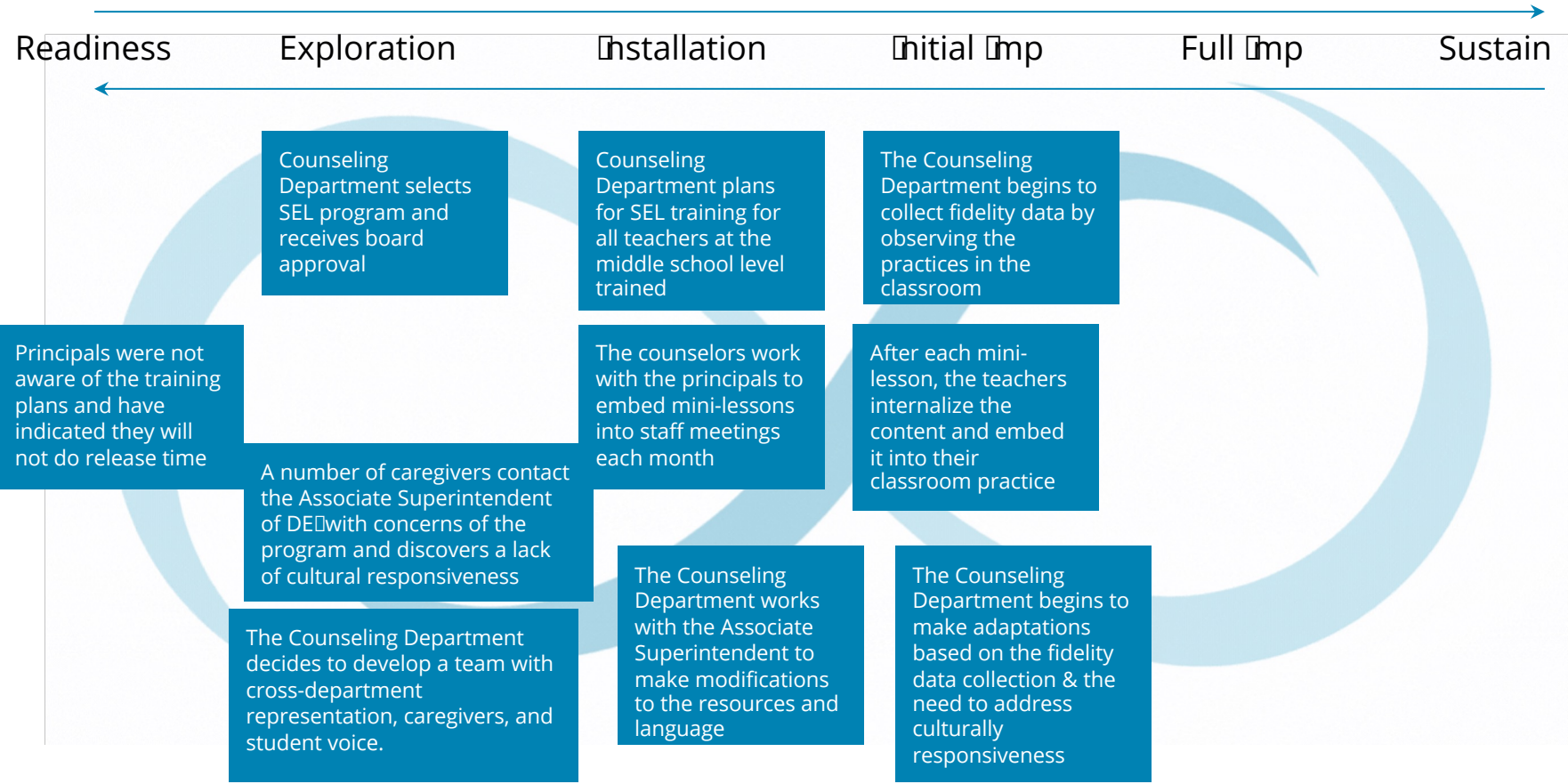
DISTRICT 1



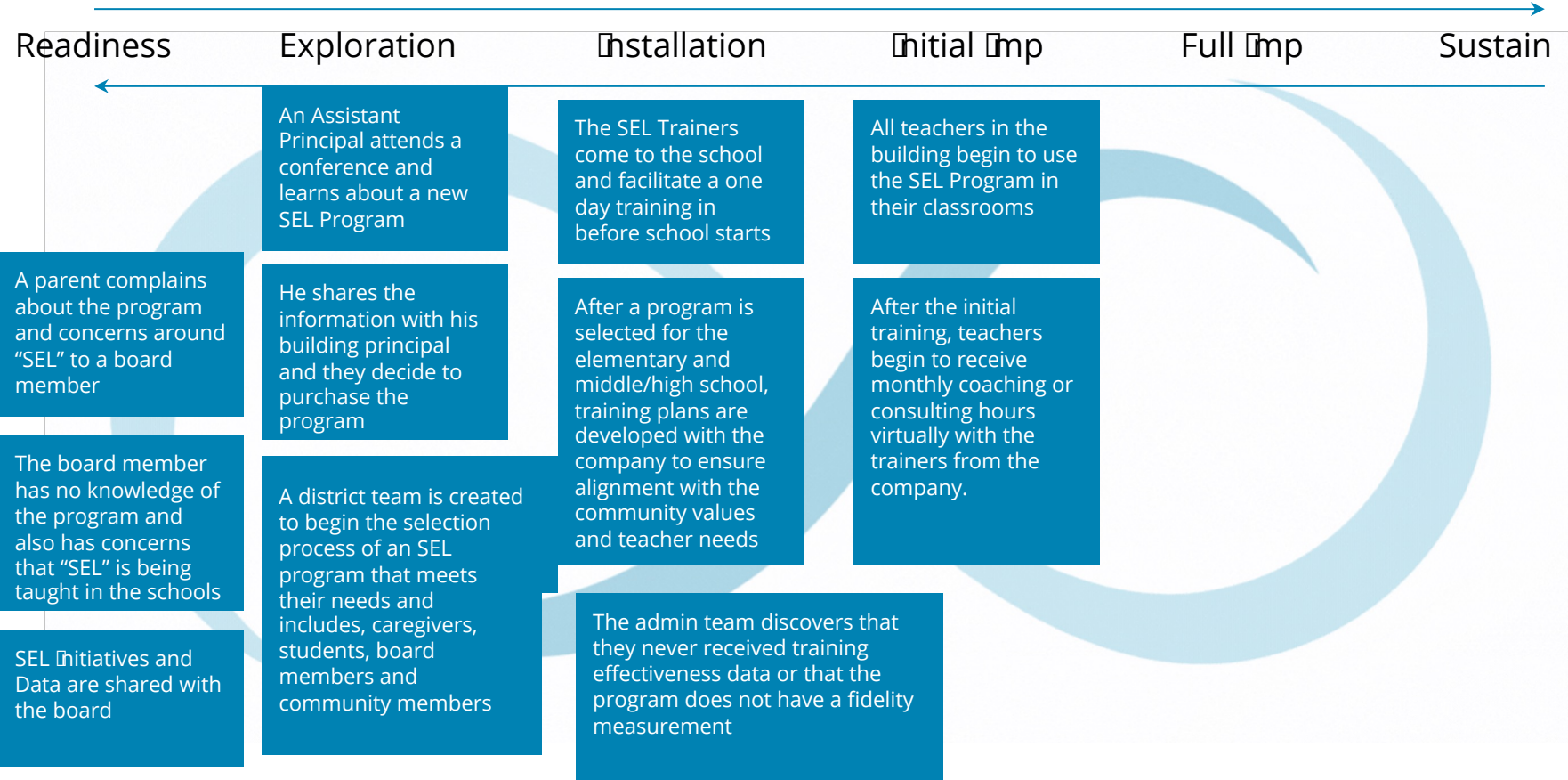
DISTRICT 2



How it actually works for District 1



How it actually works for District 2



Implementation Results

District 1



District #1

- Urban - High Socio-economic rate
- 314 schools; 199,089 students

District 2



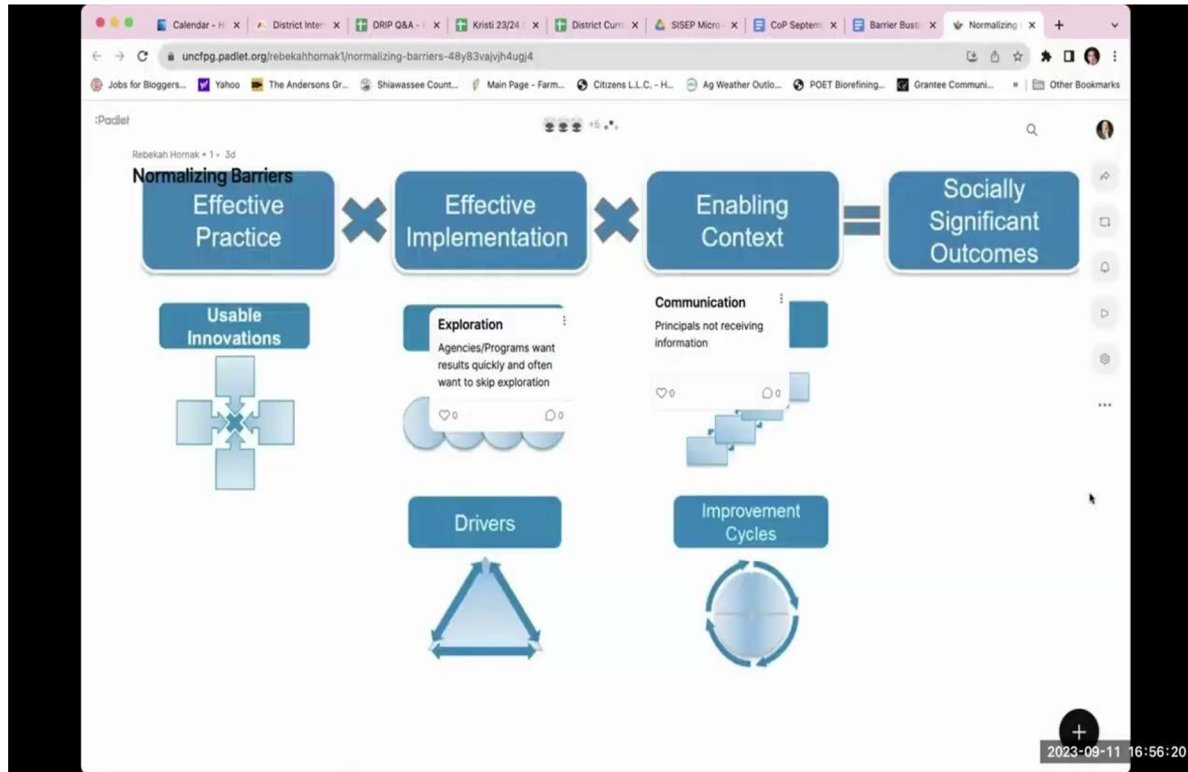
District #2

- Rural - High-poverty rate
- 3 schools; 1208 students

Fidelity/Student Improvement



Normalizing Barriers



We need to remember...

**IMPLEMENTATION IS WHAT WE DO
EVERYDAY!**



Partnering with NIRN

Our team aims to support and investigate implementation efforts to solve real-world problems and improve outcomes in K-12 Education, Early Childhood, Child Welfare, and Public Health services.

Implementation Practice

- ❖ Implementation Partner Engagement
- ❖ Implementation Strategies Design
- ❖ Development of Implementation Teams
- ❖ Capacity Assessment and Building
- ❖ Technical Assistance & Coaching
- ❖ Training and Professional Learning

Implementation Research & Evaluation

- ❖ Literature Reviews and Environmental Scans
- ❖ Research Designs, Planning, and Methodologies
- ❖ Assessments, Survey Development, and Test Construction
- ❖ Qualitative and Quantitative Methods
- ❖ IRB Preparation and Grant Writing
- ❖ Writing for Scientific and Non-Scientific Audiences



Contact Information

Yolanda Perkins
yolanda.perkins@unc.edu

Rebekah Hornak
rhornak@unc.edu



Visit NIRN



@impscience



@impscience



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



Additional Resources

[NIRN Capabilities Statement](#)

[NIRN Research and Evaluation Agenda](#)

[Active Implementation Hub](#)

[YouTube Channel](#)

[Podcast](#)

Professional Learning Opportunities

[SSEP Communities of Practice](#)

[SSEP Micro-Credentialing](#)



Citations

DuMont, K., Metz, A., & Woo, B. (2019). *Five recommendations for how implementation science can better advance equity*. Academy Health. <https://www.academyhealth.org/blog/2019-04/five-recommendations-how-implementation-science-can-better-advance-equity>

Fixsen, D.L., & Blase, K.A. (2020). Active implementation frameworks. In P. Nilsen & S. A. Birken (Eds.), *Handbook on implementation science* (pp. 62-87). Edward Elgar Publishing.

Fixsen, D.L., Blase, K.A., & Van Dyke, M.K. (2019). *Implementation practice & science*. Active Implementation Research Network.

Kania, J., Kramer, K., & Senge, P. (2018). *The water of systems change*. Foundation Strategy Group. https://www.fsg.org/wp-content/uploads/2021/08/The-Water-of-Systems-Change_rc.pdf

Metz, A., Louison, L., Burke, K., Albers, B., & Ward, C. (2020). *Implementation support practitioner profile: Guiding principles and core competencies for implementation practice*. Chapel Hill, NC: National Implementation Research Network, University of North Carolina at Chapel Hill. <https://nirn.fpg.unc.edu/sites/nirn.fpg.unc.edu/files/resources/15%20Practice%20Profile-single%20page%20printing-v10-October%202022.pdf>

Safir, S. & Dugan, J. (2021). *Street data*. Corwin Press.



Copyright

This document is based on the work of the National Implementation Research Network (NIRN).
© 2023 NIRN-UNC

This content is licensed under Creative Commons license CC BY-NC-ND, Attribution-NonCommercial-NoDerivs . You are free to share, copy, distribute and transmit the work under the following conditions: Attribution — You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work); Noncommercial — You may not use this work for commercial purposes; No Derivative Works — You may not alter, transform, or build upon this work. Any of the above conditions can be waived if you get permission from the copyright holder.

The mission of the National Implementation Research Network (NIRN) is to contribute to the best practices and science of implementation, organization change, and system reinvention to improve outcomes across the spectrum of human services.

email: nirn@unc.edu





FRANK PORTER GRAHAM
CHILD DEVELOPMENT INSTITUTE

Advancing knowledge to
transform children's lives

