Recognizing and Working through Implementation Dips

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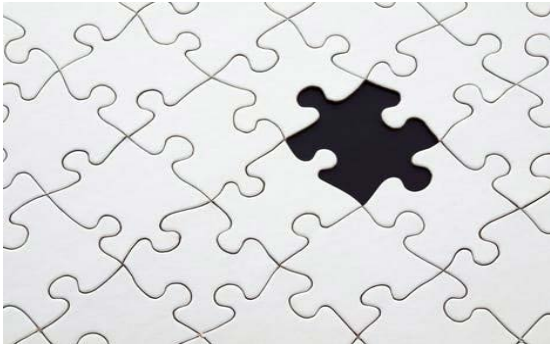
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Objectives

Participants will:

- Understand implementation dip

- Learn about common causes

- Gain an understanding and share ideas about strategies and resources to work through or prevent the dips.

Which image describes SSIP progress in your state?

Are you experiencing barriers to implementation?

The Implementation Dip

Michael Fullan, in *Leading in Culture of Change* (2007), defines the Implementation Dip as:

"…a dip in performance and confidence as one encounters an innovation that requires new skills and new understandings."

Common Implementation Dips

- Changes in leadership at the state or local levels

- Newly introduced practices are too loosely or not clearly defined

- Results data are poor or are not known

- A shift has occurred in priorities based on state's administrative climate

- Implementation is not managed well or has lost momentum after a period of initial enthusiasm

Two kinds of implementation problems:

- Social-psychological fear of change
  - Prefer to keep things the way they are, "Things are fine as they are."
  - Denial, "It's not going to happen."
  - General mistrust of the change leaders "They don't know what they are doing."

Two kinds of implementation problems, cont'd.

- Lack of technical know-how or skills to make the change work

  – Weak introduction to the innovation

  – Few opportunities to receive embedded job support/coaching

  – Insufficient resources to support implementation

Implementation Dip Infographic

- *Managing the Implementation Dip – Guiding Questions and Strategies for the State Systemic Improvement Plan Implementation*

  https://ncsi-library.wested.org/resources/222

Four Critical Areas

- Implementation Plan

- Implementation Management

- Progress Data

- Implementation Momentum

Colorado's Experiences with Implementation Dip

CO-C Implementation Dip

- *Colorado's Part C Implementation Dip – Transition from SSIP implementation to SSIP evaluation.*

https://infograph.venngage.com/pl/jPTPv7xb55I

Implementation Plan Causes

- Gaps between implementation of SSIP improvement strategy (GO 4 IT) and SSIP evaluation activities (QIO)

- Lack of immediate follow up addressing needs identified through the tool (training, system needs)

- Implementation plan did not include a detailed plan beyond initial evaluation plan

- Lack of ideal infrastructure (turnover, noncompliance, limited foundational knowledge)

Implementation Management Causes

- Staggered implementation of SSIP improvement strategy to merge Child Outcomes process into IFSP (GO 4 IT) and SSIP evaluation activities (QIO)
  - Forged ahead with initial implementation plan and timeline
  - Limited flexibility for drastic updates to process and training

Progress Data Causes

- Unable to validate full implementation of GO 4 IT
  - Relied on self report as evidence for full implementation
- Did not support sustainability by monitoring data on fidelity

Implementation Momentum Causes

- Limitations in full alignment with implementation science

- Lack of clear plan for monitoring fidelity

- Work loads (local programs and state team)

What can you do about an implementation dip?

- Maintain the vision or an urgent sense of moral purpose

- Continue to measure success in terms of results

- Identify why the implementation dip occurred

- Take steps to get the organization going and keep it going

- Seek TA or resources to address the adaptive and technical issues

Strategies to Address the Dip

- Anticipate, appreciate, and accept the dip/setback (Change is messy)

- Utilize strategies which are evidenced-based and implementation that is well-planned

- Ensure appropriate training and support are provided throughout the system

- Provide time to practice, review and reevaluate, adapt (PDSA)

CO-C Strategies

- Tighten the gap between GO 4 IT and QIO for later cohorts

- Introduce QIO plan earlier in implementation process

- Update messaging

- Revise process and timeline for communities with more complex infrastructure needs

- Provide data-driven training

CO-C Strategies, cont.

- Use data to identify specific needs and celebrate successes

- Build local capacity for data use

- Build state capacity for sustainability

- Adapt team structure to support use of implementation science, sustainability and process improvement

Small Group Activity

- At your table discuss the dip(s) you've experiences

- What strategies or resources have you found helpful to address the dips?

- How might you use the infographic to discuss with staff, stakeholders, or leadership the issues/dips that the state may be experiencing?

Additional Resources

- Leading by Convening

  – https://ncsi.wested.org/resources/leading-by-convening/

- Wins and Hiccups

  – C: https://ncsi-library.wested.org/resources/197

  – B: https://ncsi-library.wested.org/resources/191

THANK YOU