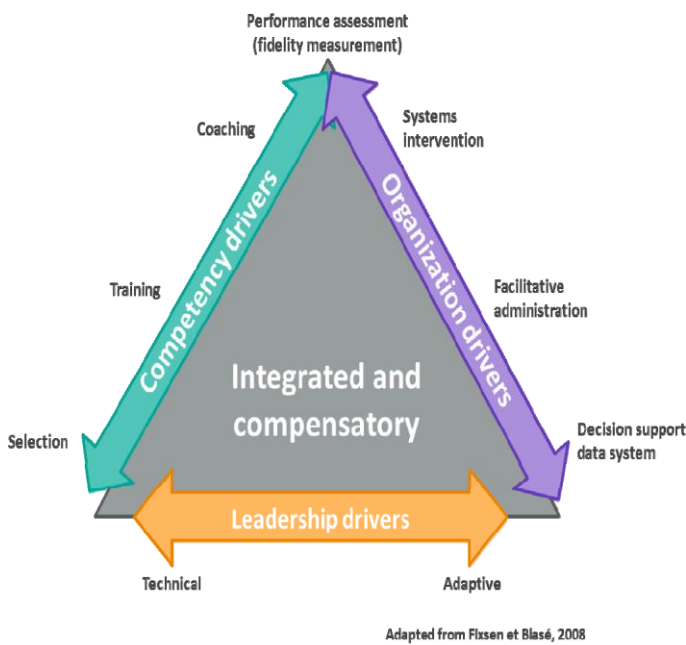# IMPLEMENTATION DRIVERS

Implementation drivers are common features of successful supports to help make full and effective uses of a wide variety of innovations.

Adapted from Fixsen et Blasé, 2008

Information adapted from:

National Implementation Research Network

University of South Florida

Fixsen & Blasé 2008

IMPLEMENTATION DRIVERS

Performance assessment (fidelity measurement)
Evaluation of staff performance is designed to assess the application and outcomes of skills that are reflected in 1) selection criteria; 2) taught in training and 3) reinforced and expanded in the coaching process.

COMPETENCY DRIVERS

Coaching
Most skills needed can be introduced in training but must be practiced and mastered on the job with the help of a coach. Coaching provides specific information about application, advice, encouragement and opportunities to practice and use skills. Coaching also leads to behaviour change, in addition to the acquired knowledge.

Training
Direct service practioners and others at the site need to learn *when, where, how* and *with whom* to used new approaches and skills.Training is an effeicient way to provide knowledge of background information, theory, philosophy, values, the components and key practices and feedback in a safe training environment.

Selection
Effective staffing requires considerations of the following: *Who is qualified to carry out the programs*? *What are the best methods for recruiting and selecting practitioners who posses the necessary qualifications*? *What are those qualifications*? Certain characteristics may be difficult to teach in training sessions, so they should be included in the selection criteria.

ORGANIZATION DRIVERS

Decision support data system
Measures such as quality improvement, information, organizational fidelity measures or consumer outcomes assess key aspects of the overall performance of organization and provide data to support decision making to assure continued implementation of the intervention components over time.

Facilitative administration
Make use of data on information decision making, support the overall processes and keep staff focused on the desired innovation outcomes. Administrators pay special attention to policies, procedures, structures, culture and climate to assure alignment of these components with the needs of practitioners. It is the responsibility of administrators to make sure practitioners have the skills and supports needed to perform at a high level of effectiveness.

System intervention
System interventions are strategies to work with external systems to ensure availability of financial, organizational, and human resources. These strategies are required to support the work of the practitioners. Alignment of external systems is a critical aspect of implementation. It also contributes to cumulative learning in multi-site projects.

LEADERSHIP DRIVERS

Technical leaders
Technical issues are often tame problems: solution and implementation to the solution are relatively clear, although they may be complicated. Technical challenges require the leaders to clearly establish norms/goals, clarify roles and responsibilities, assign tasks, manage conflict and maintain order.

Adaptive leaders
Adaptive issues are often wicked problems : legitimate, yet competing perspectives emerged. Definition of these problems are usually unclear- solution and implementation of the solution are unclear and require learning. Adaptive challenges require the leaders to identify adaptive challenges, maintain disciplined attention, give the work back to the people and protect all voices.

TRAINING

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

SELECTION

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

COACHING

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

SYSTEMS INTERVENTION

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

FACILITATIVE ADMINISTRATION

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

DECISION SUPPORT DATA SYSTEM

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

Performance assessment (fidelity measurement)

Coaching

Systems Intervention

Training

Facilitative administration

Competency drivers

Organization drivers

Integrated and compensatory

Selection

Decision support data system

Leadership drivers

Technical

Adaptive

TECHNICAL LEADERSHIP

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS:

ADAPTIVE LEADERSHIP

WHERE ARE WE?

WHAT DO WE NEED?

ACTIONABLE ITEMS: