Challenges and Opportunities in Program Adaptation & Sustainability:
How can theory and research inform real-world practice?

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Workshop objectives

To explore the challenges & opportunities in real-world program adaptation and sustainability of EBPs.

- To network and learn from one another.
- To review the research & provide tools.
- To explore how to apply this to practice.
Introductions

Who is here and what can we learn from one another?
Who are we?

- Faculty from the interdisciplinary PhD in Prevention Science at WSU in Pullman
Who are you?

- Prevention practitioner
- Coalition member/coordinator
- State agency representative
- University faculty
- Evaluator
- Researcher
- EBP purveyor
- Others?

Working to improve my community!
Impromptu Networking

• **Goal**: Get to know your colleagues & to put the objectives of this workshop into your context.

• **The Questions**:
  • 1) What do you hope to learn at this workshop?
  • 2) What is one big program implementation and/or sustainability challenge you face?

• **The Structure**:
  • Introduce yourself to someone new, respond to the questions (2 mins per person).
  • When you hear my chime, introduce yourself to one more person and repeat.

Activity modified from Liberating Structures:
http://www.liberatingstructures.com/2-impromptu-networking/
The Research

What does the latest research on program adaptation and sustainability tell us?
The Big Picture

What is the problem?

What causes it?

What program works to prevent it?

How do we move it to scale?

Dissemination & Implementation

Efficacy

Effectiveness

Improved public health

IMPACT!
Where are the opportunities?

**Key Contextual Elements**
- Funding stability
- Environmental support
- Partnerships
- Organizational capacity
- Program evaluation
- Communication
- Strategic planning

**Effective EBP Implementation**
- Maintain fidelity while adapting to local contexts
- Sustain implementation beyond initial seed funding by garnering needed resources

**Sustained Impact**
- Participants’ engagement and long-term behavior change
- Program activities and infrastructure
- Community partnerships
- Organizational policies

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Mancini & Marek (2004); Scheirer & Dearing (2011)
Significant Challenges

How do we move it to scale?

GAP

Improved public health
Our Focus Today

• **Fidelity and Adaptation**
  • Maintain program fidelity while adapting to local contexts.

• **Sustainability**
  • Sustain program implementation beyond initial seed grant funding by garnering needed resources.

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Hill, Maucione, & Hood (2007); Hill & Owens (2013); Moore, Bumbarger, & Cooper (2013)
Key Points from Our Research

• Fidelity and Adaption
  • Adaptation happens
  • There are multiple dimensions to adaptations
  • A relatively small number of types & reasons account for the majority (Pareto Principle)
  • Global fidelity is a weak predictor of outcomes

• Sustainability
  • There are general and program type-specific predictors
  • One size does not fit all
  • Organizational capacity and environmental support are key elements

Cooper, Bumbarger, & Moore (2015); Cooper, Shrestha, Hyman, & Hill (2016); Hill, Maucione, & Hood (2007); Hill & Owens (2013); Moore, Bumbarger, & Cooper (2013)
Research-based Tools

For Effective Program Implementation & Sustainability
Effective Program Implementation: 
**Balancing Fidelity & Adaptation**

*How can I stay true to the evidence, but still meet the needs of my community?*

- High Fidelity
- High Quality of Delivery
- Adaptation Best Practices

Positive Participant Engagement & Responsiveness

Positive Program Outcomes

Modified from Berkel et al. (2011) 
Integrated Model of Program Implementation
Effective Program Implementation: *Balancing Fidelity & Adaptation*

A Best-Practices Guide

1. Select EBP that meets your needs
2. Determine key elements that make EBP effective
3. Assess need for adaptation
4. Adapt using best practices
5. Develop continuous quality improvement plan

Modified and adapted from the following resources:
Effective Program Implementation: *Balancing Fidelity & Adaptation*

A Best-Practices Guide

**STEP 1**

Select EBP that meets your needs

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices

Develop continuous quality improvement plan

Modified and adapted from the following resources:

The Hexagon Tool
Exploring Context

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

See the Active Implementation Hub Resource Library
http://implementation.fpg.unc.edu

EBP:

<table>
<thead>
<tr>
<th>5 Point Rating Scale:</th>
<th>High</th>
<th>Med</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>High = 5; Medium = 3; Low = 1. Midpoints can be used and scored as a 2 or 4.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Need</td>
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<td></td>
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</tr>
<tr>
<td>Fit</td>
<td></td>
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<td></td>
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<tr>
<td>Resource Availability</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Evidence</td>
<td></td>
<td></td>
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<tr>
<td>Readiness for Replication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity to Implement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Score</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Need in agency, community, state
- Health, human service & socially significant issues
- Parent & community perceptions of need
- Data indicating need

Fit with current initiatives
- Agency, community, state priorities
- Organizational structures
- Community values

Capacity to Implement
- Staff meet minimum qualifications
- Sustainability
- Staff Competencies
- Organization
- Leadership
- Financial
- Buy-in process operationalized
- Practitioners
- Families

Readiness for Replication
- Qualified KYC
- Expert or TA available
- Mature sites to observe
- Several replications
- Operational definitions of essential functions
- Implementation components operationalized
- Staff Competency
- Org. Support
- Leadership

Evidence
- Outcomes – is it worth it?
- Fidelity data
- Cost – effectiveness data
- Number of studies
- Population similarities
- Diverse cultural groups
- Efficacy or Effectiveness

http://implementation.fpg.unc.edu/resources/hexagon-tool-exploring-context

©2013 Karen Blase, Laurel Kiser and Melissa Van Dyke
Adapted from work by Laurel J. Kiser, Michelle Zabel, Albert A. Zachik, and Joan Smith (2007)
Effective Program Implementation: *Balancing Fidelity & Adaptation*

A Best-Practices Guide

**STEP 2**

Select EBP that meets your needs

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices

Develop continuous quality improvement plan

Modified and adapted from the following resources:


Community Toolbox:
[http://ctb.ku.edu/en](http://ctb.ku.edu/en)
Effective Program Implementation: *Balancing Fidelity & Adaptation*

**A Best-Practices Guide**

1. **STEP 3**
   - Assess need for adaptation
   - Adapt using best practices
   - Develop continuous quality improvement plan

2. **Select EBP that meets your needs**
   - Determine key elements that make EBP effective

Modified and adapted from the following resources:

Effective Program Implementation: Balancing Fidelity & Adaptation

A Best-Practices Guide

Select EBP that meets your needs

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices

STEP 4

Develop continuous quality improvement plan

Modified and adapted from the following resources:
Effective Program Implementation: 

Balancing Fidelity & Adaptation

A Best-Practices Guide

1. Select EBP that meets your needs
2. Determine key elements that make EBP effective
3. Assess need for adaptation
4. Adapt using best practices
5. Develop continuous quality improvement plan

Modified and adapted from the following resources:

Effective Program Sustainability: Assessing & Building Capacity

https://sustaintool.org/

Program Sustainability Assessment Tool

1. Understand
   Understand the factors that influence a program's capacity for sustainability.

2. Assess
   Use the Program Sustainability Assessment Tool to assess your program's capacity for sustainability.

3. Review
   View results from your assessment as a Sustainability Report.

4. Plan
   Develop an Action Plan to increase the likelihood of sustainability.
# Program Sustainability Assessment Tool

To what extent does your program have or do the following?

<table>
<thead>
<tr>
<th>PSAT Scale</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environmental Support</strong></td>
<td>Supportive internal and external climate for your program.</td>
</tr>
<tr>
<td><strong>Funding Stability</strong></td>
<td>Consistent financial base for your program.</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Connections between your program and its stakeholders.</td>
</tr>
<tr>
<td><strong>Organizational Capacity</strong></td>
<td>Internal support and resources needed to effectively manage your program.</td>
</tr>
<tr>
<td><strong>Program Evaluation</strong></td>
<td>Assessing your program to inform planning and document results.</td>
</tr>
<tr>
<td><strong>Program Adaptation</strong></td>
<td>Taking actions that adapt your program to ensure ongoing impact.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Strategic communication with stakeholders and the public about your program.</td>
</tr>
<tr>
<td><strong>Strategic Planning</strong></td>
<td>Processes that guide your program’s direction, goals, and strategies.</td>
</tr>
</tbody>
</table>
Effective Program Sustainability: Assessing & Building Capacity

**Prepare & Assess**
- Identify key stakeholders
- Complete assessment tool

**Develop Action Plan**
- Assemble planning team
- Review assessment results
- Prioritize areas to address
- Write action plan

**Take Action**
- Implement action plan
- Reassess sustainability capacity annually

Modified from Calhoun et al. (2014)
https://sustaintool.org/plan/planning_process
Sample Sustainability Report

https://sustaintool.org/plan

Many factors can affect sustainability, such as financial and political climates, organizational characteristics, and elements of evaluation and communication. The Program Sustainability Assessment Tool allows stakeholders to rate their programs on the extent to which they have processes and structures in place that will increase the likelihood of sustainability. Assessment results can then be used to identify next steps in building program capacity for sustainability in order to position efforts for long term success.

Interpreting the Results:
The table presents the average rating for each sustainability domain based on the responses that you provided. The remainder of the document presents the ratings for indicators within each domain. There is no minimum rating that guarantees the sustainability of your program. However, lower ratings do indicate opportunities for improvement that you may want to focus on when developing a plan for sustainability.

Next Steps:
- These results can be used to guide sustainability planning for your efforts.
- Areas with lower ratings indicate that there is room for improvement.
- Address domains that are most modifiable, quicker to change, and have data available to support the needed changes.
- Develop strategies to tackle the domains that may be more difficult to modify.
- Make plans to assess the sustainability of your efforts on an ongoing basis to monitor changes as you strive for an ongoing impact.
Sample Action Plan

Sample Sustainability Action Plans
We have collected a few examples of action plans for the Environmental Support, Partnerships, and Communications domains. These come from programs operating in public health or clinical care and operating at different levels (e.g., state or community). We hope these samples can give you some direction as you write your own plan.

Environmental Support: Having a supportive internal and external climate for your program

**Sustainability Objective:** Identify and cultivate 1 physician and 1 senior administrator as champions for reducing hospital readmissions by January 2015.

<table>
<thead>
<tr>
<th>Steps to achieve objectives: [Be very specific and include important sub-steps. Anyone should be able to pick up this document and understand what needs to happen in order to reach your objective.]</th>
<th>Who will do the work? [For every task, there needs to be a responsible party/parties. Who will ultimately ensure the work gets finished?]</th>
<th>What does success look like? [What metrics will you use to track progress on the completion of each step? How will you know it's time to move on to the next step?]</th>
<th>What non-financial resources are needed for this step? Where will they come from?</th>
<th>Due date [In the appropriate quarter, enter a specific date by which the activity must be completed.]</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identify 2 physicians and 2 senior administrators who are well placed to build internal support for our initiative.</td>
<td>Readmission team leader</td>
<td>4 potential champions identified, Meeting with senior leadership held</td>
<td>None</td>
<td>Q1, July 31, 2014</td>
</tr>
<tr>
<td>2. Build relationships with them and educate them about importance of our initiative. Ask them to be champions for our efforts.</td>
<td>Readmission team leader</td>
<td>1 physician and 1 administrator agree to be champions</td>
<td>Time</td>
<td>Q3, Sept 30, 2014</td>
</tr>
</tbody>
</table>
Application to Practice

How can this information help you address your implementation & sustainability challenges?
15% Solutions

“You cannot cross the sea merely by standing and staring at the water” ~R. Tagore

Reflect back on the implementation or sustainability challenges you identified earlier...

• **Goal:** To apply what you’ve learned today and identify actions (however small) you can do when you get home.

• **Question:** What is your 15%? What can you do (without more resources) based on what you’ve learned today?

• **Structure:**
  • 1) Make your own list of “15% solutions”
  • 2) Get in groups of 2-4 to share your list
  • 3) Group members provide consultation

Activity modified from Liberating Structures:
http://www.liberatingstructures.com/7-15-solutions/
References & Resources


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