

## Implementation Practice & Equity

**Fundamental goal of implementation science:**  
To integrate research and practice experience in ways that improve the outcomes of those being served.

[Evidence and resources](#)

### **Implementation Practice:**

The application of evidence emerging from implementation research by people (individuals and teams) with the skills and competencies to tailor implementation frameworks, strategies and approaches to different contexts and settings to meet the unique needs of communities and people and to achieve improved and equitable outcomes.

### **Equitable implementation:**

Occurs when strong equity components (including explicit attention to the culture, history, values, and needs of the community) are integrated into the principles and tools of implementation science to facilitate quality implementation of effective programs for a specific community or group of communities.

Implementation scientists must work with all communities and embrace the diverse experiences that both drive and shape implementation efforts. This requires competent implementation practice and an explicit commitment to equity.

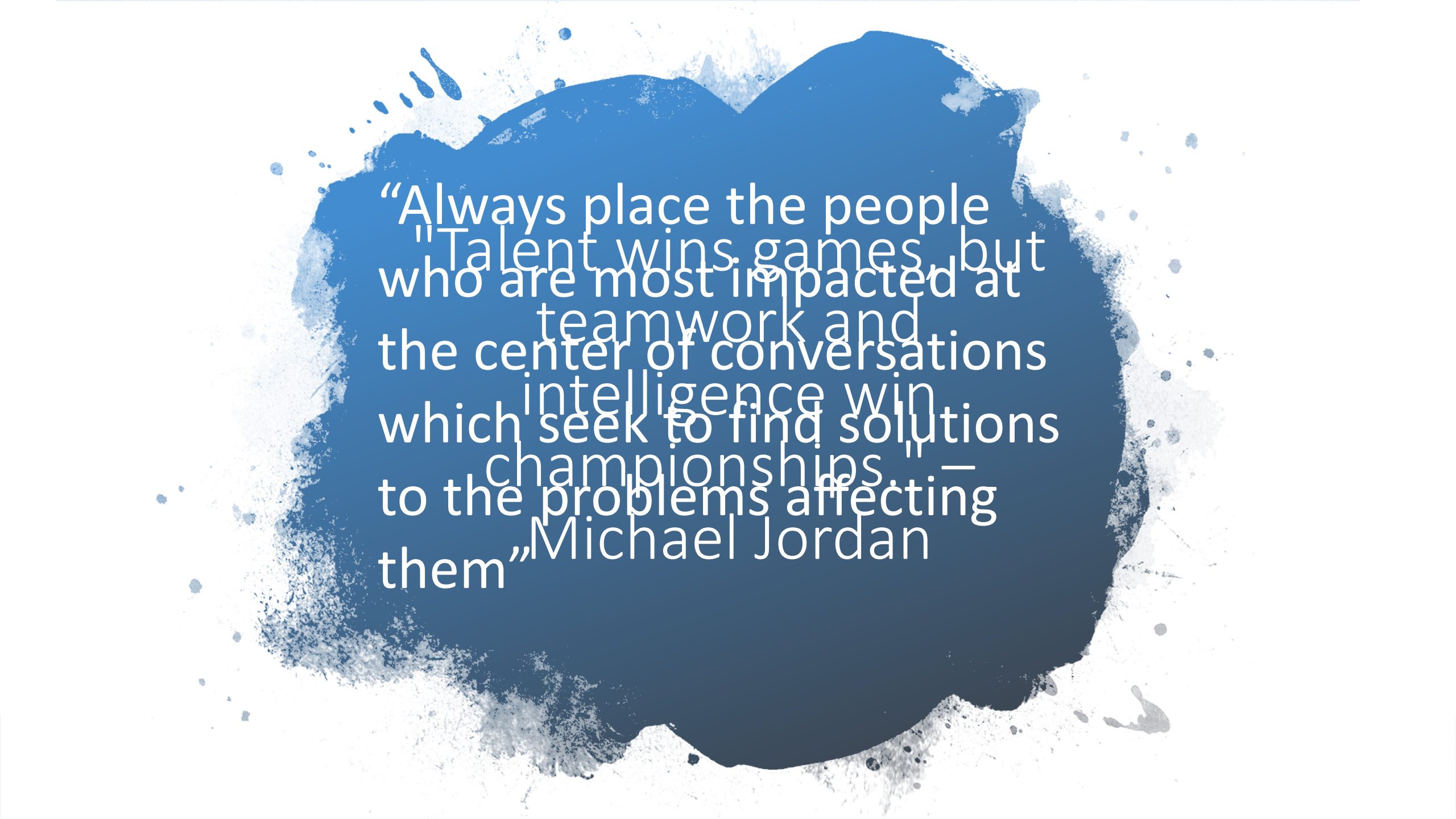
# Building Equitable Implementation Teams: A Dialogue

Angela Lewis



Oscar Fleming



The background of the image is a white surface with a large, irregular blue ink splatter in the center. The splatter has a textured, painterly appearance with various shades of blue and some darker spots. The quote is written in white, sans-serif font, centered within the blue area.

“Always place the people  
"Talent wins games, but  
who are most impacted at  
teamwork and  
the center of conversations  
intelligence win  
which seek to find solutions  
championships."  
to the problems affecting  
them” Michael Jordan

# Introductions

# Engagement



## Pair and Share

1. Introduce yourself to someone you may not know or know well
2. Reflect on and discuss the following question:
  - How do you work in/with teams in your context?
  - How are you involved in advancing equity related to your work with teams?

**3 min for each participant, 6 min total**



# Presenter Introductions



Angela Lewis



Oscar Fleming

# Session Objectives

**Guiding Question:** How can implementation teams advance equity?

In this session, we hope to collectively:

- Integrate and leverage what we have learned here;
- Identify opportunities to build internal equity within implementation teams
- Share methods to support equitable teams and team work on equity
- Identify next steps to improve implementation team approaches

# Implementation Practice & Equity

## **Fundamental goal of implementation science:**

To integrate research and practice experience in ways that improve the outcomes of those being served.

[Estabrooke and colleagues](#)


### ***Implementation Practice:***

The application of evidence emerging from implementation research by people (individuals and teams) with the skills and competencies to tailor implementation frameworks, strategies and approaches to different contexts and settings to meet the unique needs of communities and people and to achieve improved and equitable outcomes.

### ***Equitable implementation:***

Occurs when strong equity components (including explicit attention to the culture, history, values, and needs of the community) are integrated into the principles and tools of implementation science to facilitate quality implementation of effective programs for a specific community or group of communities.

**Implementation scientists must work with all communities and embrace the diverse experiences that both drive and shape implementation efforts. This requires competent implementation practice and an explicit commitment to equity.**



# Overview of Implementation Teams

# QIF Phases and Steps

## Phase 1: Host Setting

### Assessment strategies

Steps 1-3. Assessing needs and resources; Assessing fit; Assessing capacity/readiness.

### Decisions about adaptation

4. Possibility for adaptation

### Capacity-building strategies

5. Obtaining explicit buy-in from critical stakeholders and fostering a supportive community/organizational climate  
6. Building general/organizational capacity  
7. Staff recruitment/maintenance  
8. Effective pre-innovation staff training

## Phase Two: Implementation Structure

### Structural features for implementation

### 9. Creating implementation teams

10. Developing an implementation plan

## Phase Three: Ongoing structure

### Ongoing implementation support strategies

11. Technical assistance/coaching/supervision  
12. Process evaluation  
13. Supportive feedback mechanism

## Phase Four: Improving

14. Learning from experience



# What is an Implementation Team?

A group that takes accountability for innovation selection, implementation and improvement.

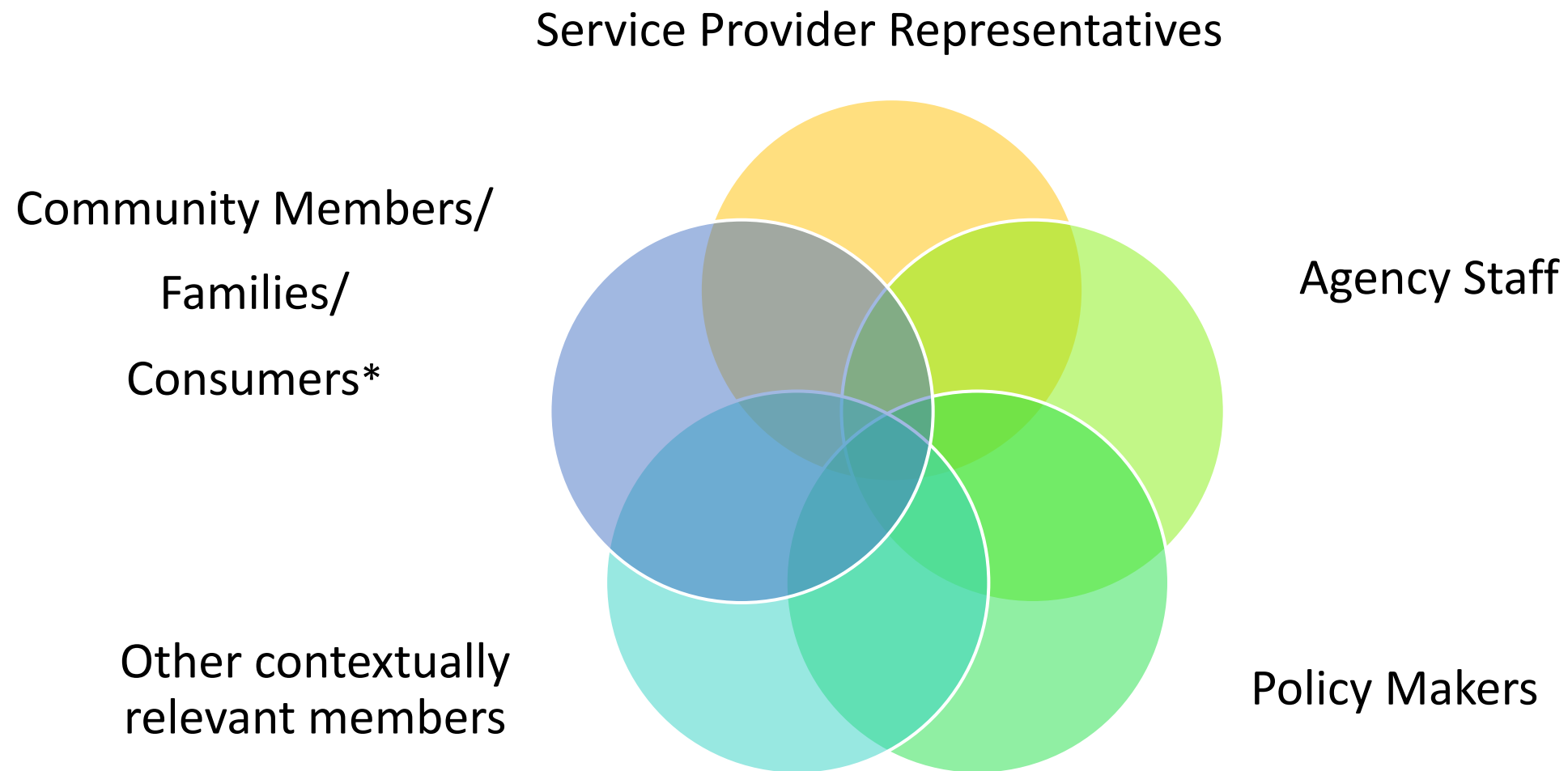
**Team = Active Problem Solving Unit**



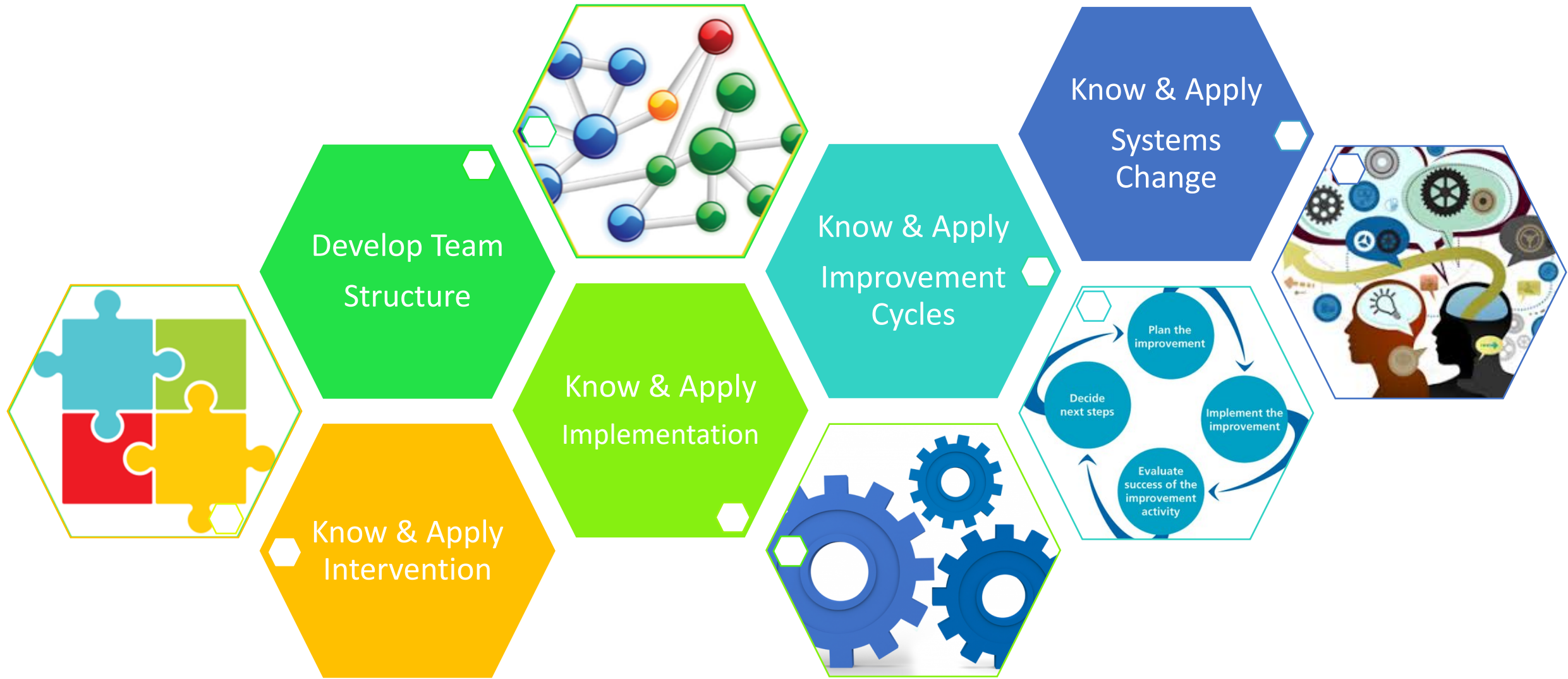
## What it is NOT

- An advisory body
- A group that provides only periodic input or meets during crisis
- Technical work group
- Learning collaborative

# Team Membership



# Team Competencies



# Team Effects

## Collaboration leads to:

- Practices that are more implementable
- Infrastructure that brings practice and implementation closer together
- Attention to local needs and increased relevance and impact of implementation activity
- Enhanced capacity and capability of implementation

(Rycroft Malone et al., 2013)



# Research Findings

## Hurlburt et al., 2014

- Initial commitment process involved...evaluation of whether interests were broadly shared among stakeholders amidst differences in organizational directions, cultures, and values
- Strong leadership from each community-based provider organization, the local foundation, and county child welfare services

## Higgins et al., 2012

“Taken together, our findings suggest that, with respect to team member learning, enabling conditions such as a clear and compelling direction may be even more important than team composition.”

Team member learning = a critical factor in sustaining organizational change

**Emergent Research:** Literature Review and practitioner feedback did not identify significant attention to equity





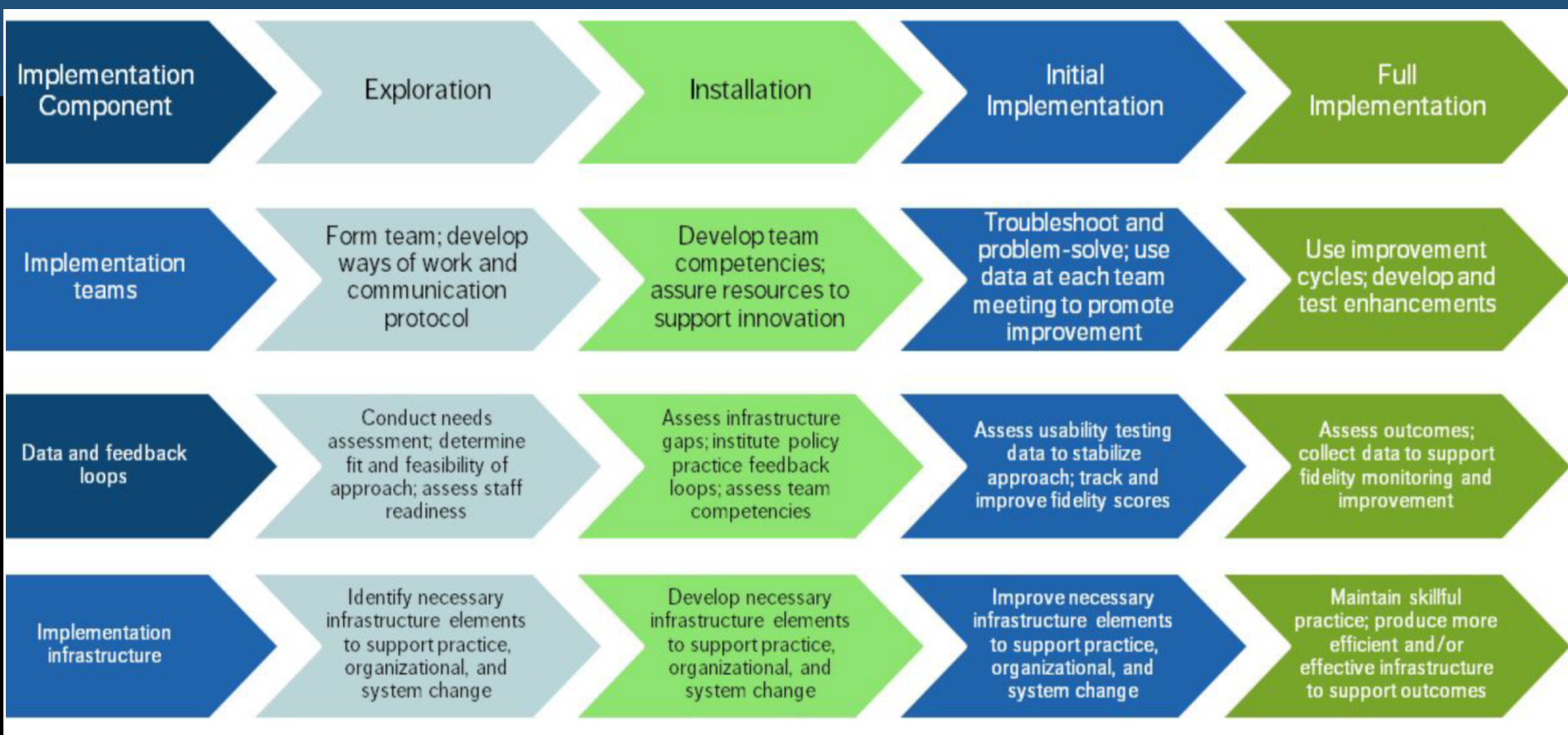
Practice  
Reflection



# Group Reflection and Questions



# Collaborative Learning: Equitable Teams



# Integrated stage-based conceptual framework

# Group Discussion

## Process

- 4 Groups – 1 group/stage
- Reflect on Guiding questions - Individual reflections (2-3 min)
- Small group discussion
- Full group discussion - Capture key ideas and ideas on flip charts

**20 minutes**

## Guiding Questions

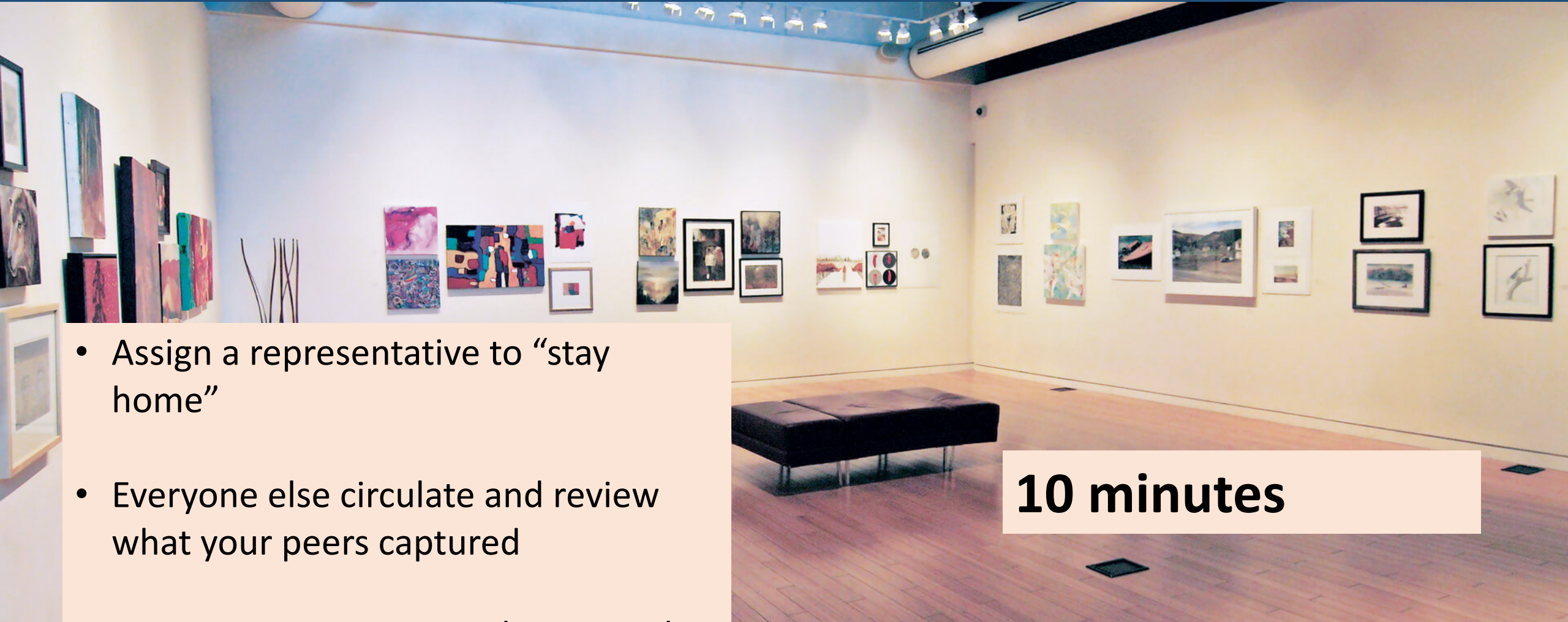
- **Team Roles** - What does a team do at this stage, relevant to addressing/advancing equity?
- **Data use** – How can/should a team work with data to advance equity?
- **Supports** - What does the team need to be successful at this stage (think internal, external)?
  - Please capture specific tools and methods



# Gallery Walk

- Assign a representative to “stay home”
- Everyone else circulate and review what your peers captured
- Pose questions - Use stickies to make comments, suggest additions

**10 minutes**



# Reflection and Discussion



## Full group debrief

- What stood out?
- Where do we have a lot of ideas?  
Gaps?
- Implications?

# Reflection and Discussion



Final Questions or Observations?

**Invitation to share and learn more-**  
**August 2019 – April 2020**  
**[oscar.fleming@unc.edu](mailto:oscar.fleming@unc.edu)**

# Selected Resources



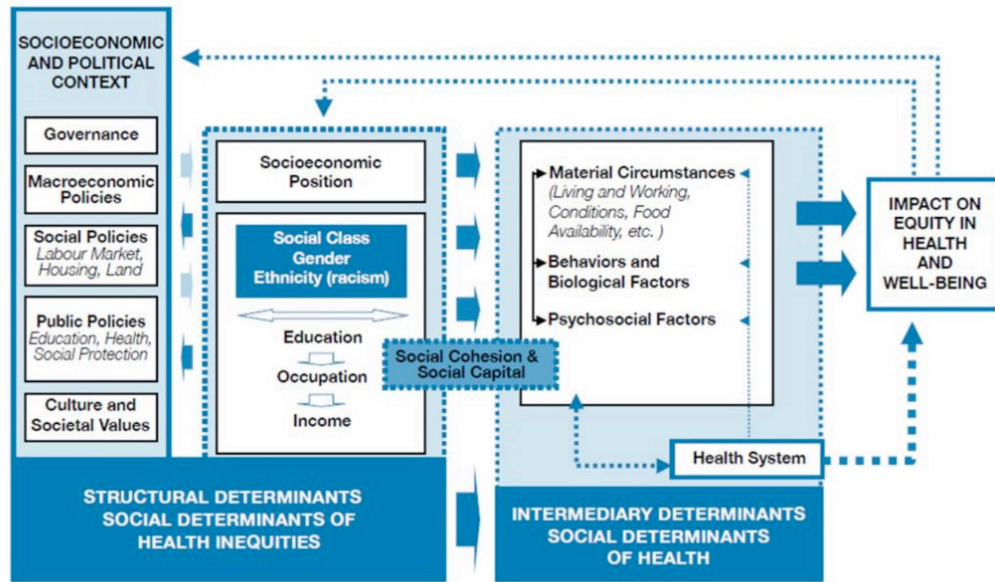


Figure 1. World Health Organization Commission on Social Determinants of Health Framework

- I. Expand the understanding of health in words and action
- II. Assess and influence the policy context
- III. Lead with an equity focus
- IV. Use data to advance health equity
- V. Advance health equity through continuous learning
- VI. Support successful partnerships and strengthen community capacity
- VII. Assure strategic and targeted use of resources

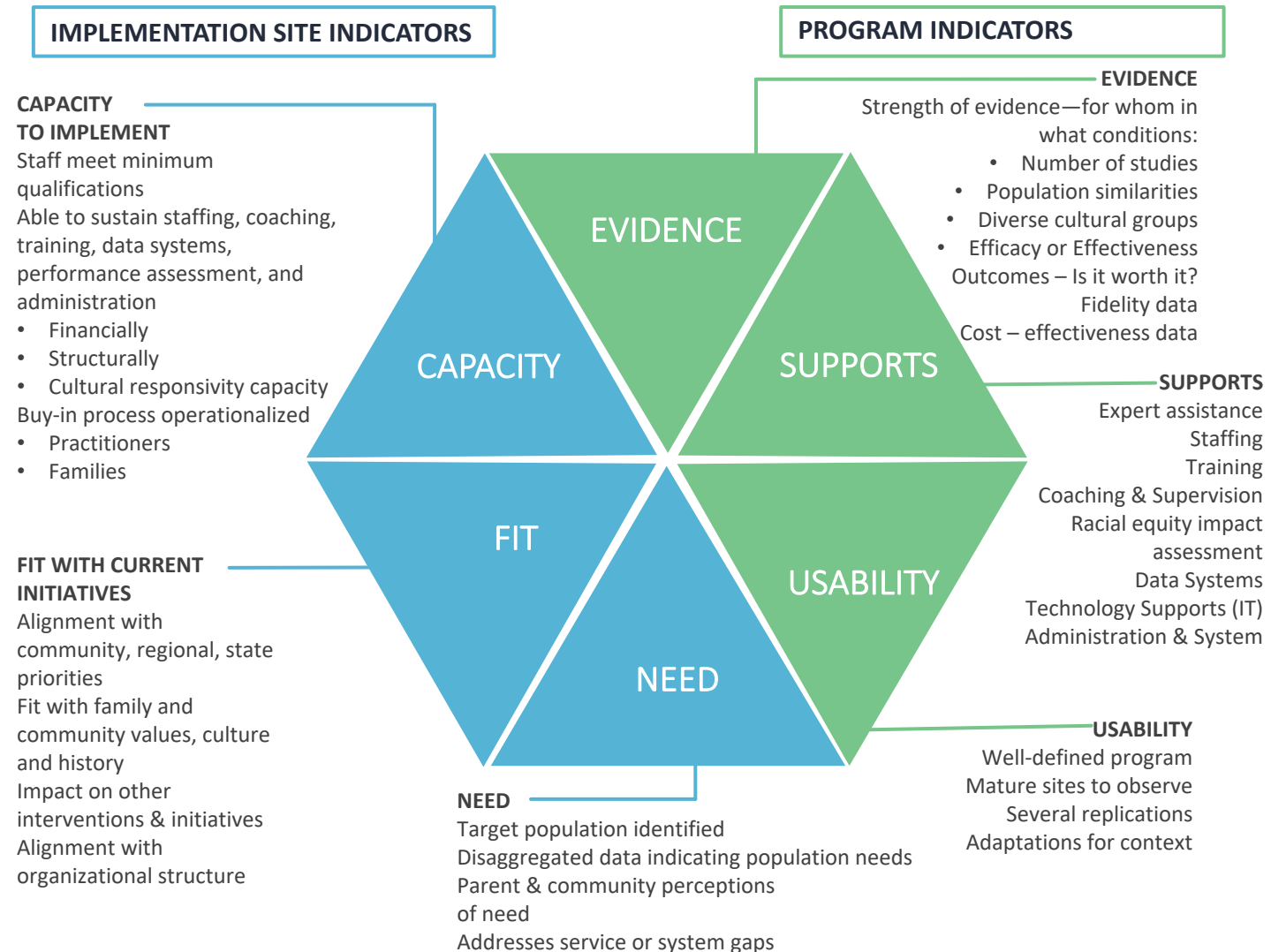
## FOUNDATIONAL PRACTICES for HEALTH EQUITY

<http://www.astho.org/Health-Equity/Documents/Foundational-Practices-for-Health-Equity/>



# The Hexagon Tool

- Developed for use in implementation informed assessments
  - Reviewed and edited by the Racial and Ethnic Equity and Inclusion Team (REEI)
- For use by organizations and communities



# Initiative Inventory

Tool to gather information on current initiatives and implementation efforts

Team Members: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Initiative	Leadership of Initiative (Team and/or Coordinator Name(s) and Department)	Expected Outcome	Target population	Start and End Date	Financial Commitment and Source of Funding (federal, state, grant, or other)	Relation to Organization Priorities & Strategic Plan	Evidence of Outcomes  What has happened thus far?

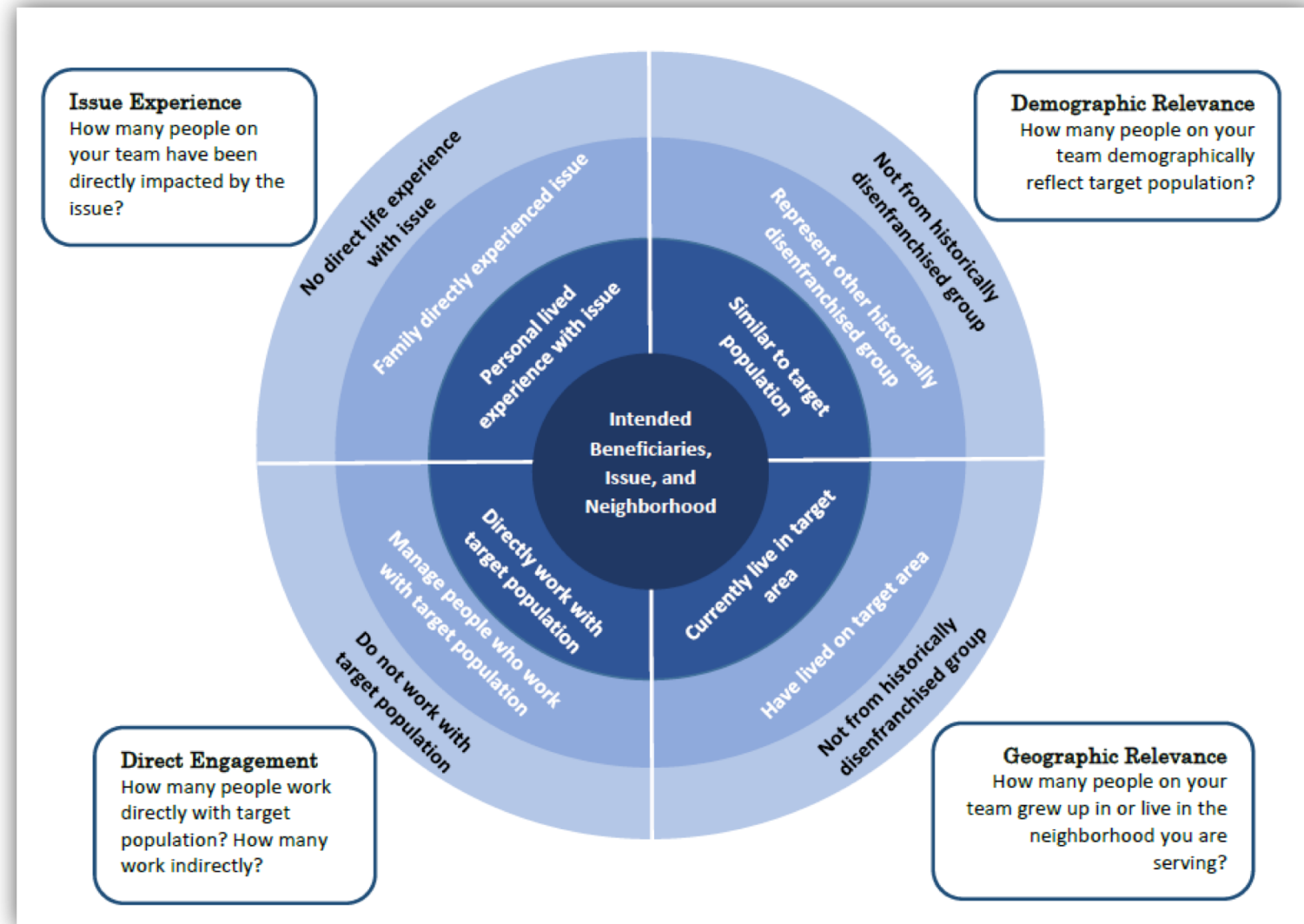
# Developer Interview Guide

Guide to gather information from developers on resources and supports available for implementation of a practice or program

Interview Questions	Prompts (use only if necessary)
<p><i>We are going to start by asking about staffing. Our understanding is that your program has identified the following requirements for staffing [insert program staffing requirements noted in documents reviewed].</i></p> <ol style="list-style-type: none"><li>1. Can you provide any additional information about staffing requirements?</li><li>2. Considering these roles, what challenges have sites experienced around recruiting, selecting, and/or retaining the right staff?</li></ol>	<p><i>What other roles are necessary to support implementation?</i></p> <p><i>What skills and competencies are most challenging to train or coach?</i></p> <p><i>How should sites select the right people for these roles?</i></p> <p><i>What support does the program provide to sites to select the right people?</i></p> <p><i>What additional support is needed?</i></p>
<ol style="list-style-type: none"><li>3. What support do staff using the program need to be competent and successful in their roles?</li></ol>	<p><i>What training is needed? What training is currently available?</i></p> <p><i>What coaching is needed? What coaching is currently available?</i></p> <p><i>What support does the program provide to sites to build staff competency?</i></p> <p><i>What additional support is needed?</i></p>
<ol style="list-style-type: none"><li>4. How do you know if a site is successful in implementing the program as intended?</li></ol>	<p><i>What is currently measured or tracked in order to understand</i></p>

# Stakeholder Engagement Guide

Ensures representative stakeholders are engaged on the implementation team



# Root Cause Analysis

Process for defining and describing the problem, and differentiating between causal factors and root cause

**Problem Statement:**

Children in our community are not ready for kindergarten.

*Why?*

Not all children in the community are going to high-quality preschool.

*Why?*

There are not enough high-quality preschools in our community.

*Why?*

Preschool staff need additional training and education to provide high-quality preschool education.

*Why?*

Professional development opportunities are not available for preschool staff.

*Why?*

**Root Cause:**

The community college does not offer training and professional development opportunities for staff.

# Identifying Evidence Resources

- Community-Defined Evidence/Community-Defined Practice
  - <https://www.cibhs.org/post/building-evidence-summit-community-defined-practices>
  - <https://www.cibhs.org/post/community-defined-practices-capacity-building-project>
  - [https://nned.net/docs-general/CDEP\\_Final\\_Report\\_10-7-09.pdf](https://nned.net/docs-general/CDEP_Final_Report_10-7-09.pdf)
- Research Justice: Addresses structural inequities in knowledge development and access to information - [http://solidarityresearch.org/wp-content/uploads/2018/03/RJ101\\_FINAL\\_WEB.pdf](http://solidarityresearch.org/wp-content/uploads/2018/03/RJ101_FINAL_WEB.pdf)
  - Research Justice Facilitator's Guide - <http://solidarityresearch.org/wp-content/uploads/2018/03/ResearchJusticeforAll.pdf>
  - Introduction to Research Justice Webinar - <https://www.youtube.com/watch?v=iBtcR4SaLHg&feature=youtu.be>
  - Decolonizing Research Community Guide - <http://www.datacenter.org/wp-content/uploads/DocumentingOurLives.pdf>

# Assessing and Selecting an Innovation Resources

## Assessing and Selecting an Innovation

- **Racial Equity Impact Assessment:** This tool systematically examines how different racial and ethnic groups may be affected by a potential action or decision.  
[https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment\\_v5.pdf](https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf)
- **Health Equity Impact Assessment:** This assessment tool can be used to identify unintended potential health impacts (both positive and negative) of a policy, program, or initiative on vulnerable/marginalized groups within the general population.  
<http://www.health.gov.on.ca/en/pro/programs/heia/docs/workbook.pdf>
  - Example: North Carolina Health Equity Impact Assessment
    - <http://www.ncchild.org/wp-content/uploads/2017/08/HEIA-Toolkit-Final.09.21.17.pdf>





Conclusion