

40th Annual InterCourt Conference



Session 1C: Implementation Science: A Different Approach for Better Results

Presenters: *Dr. Alexandra Walker*

March 14, 2024
10:45 a.m. - 12:15 p.m.



THE SUPREME COURT *of* OHIO
JUDICIAL COLLEGE



IMPLEMENTATION SCIENCE

A Different Approach
for Better Results



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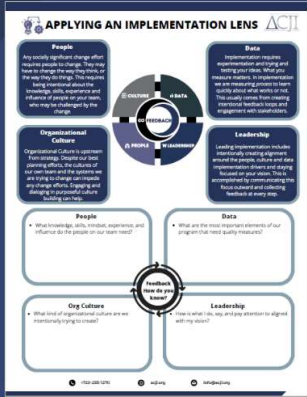


TODAY'S HANDOUTS

- Applying an Implementation Lens



Scan the QR Code
to access the Handout



- Capacity Building Handout (Printed)

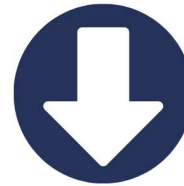
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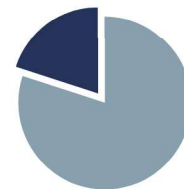
**Organizations and
Systems are Perfectly
Designed to Achieve the
Outcomes they Get**



**TOP DOWN
(THEORY E)**



**BOTTOM UP
(THEORY O)**



CRITICAL MASS

TRADITIONAL IMPLEMENTATION



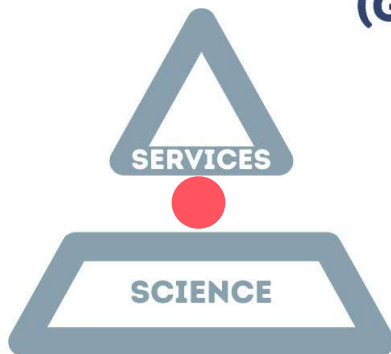
TWO STEP METHODS TO TRADITIONAL IMPLEMENTATION



- **PERSUADE & REPEAT**
- **DIRECT & COMMAND**
- **POLICY & PROCEDURE**
- **TRAIN & PRAY**

OUTCOMES/RESULTS

CRIMINAL JUSTICE SYSTEM GAPS (GETTING RESULTS WITH CHANGE, OR NOT)



SERVICE TO SCIENCE GAP

What is known to be effective
through research is not
adopted by the organization

IMPLEMENTATION OF SCIENCE

CULTURE/LEADERSHIP

OUTCOMES/RESULTS

CRIMINAL JUSTICE SYSTEM GAPS (GETTING RESULTS WITH CHANGE, OR NOT)



IMPLEMENTATION GAP

Did we implement what we intended to?



TIME



DENSITY



QUALITY

IMPLEMENTATION GAP

Did we implement what we intended to?



TIME

Did we do the change
for **long enough**?



DENSITY

Did we do the change
on a **large enough scale**?



QUALITY

Did we do the change
with **quality/fidelity**?



FAILURE

TRADITIONAL IMPLEMENTATION

86

14% SUCCESSFUL USE OF INNOVATIONS IN
17 YEARS TIME

(Balas & Boren, 2000; Green, 2008; Lynch, Chesworth, & Connell, 2018)

FAILURE

20

EXPERT IMPLEMENTATION

(USING SKILLED TEAMS)

80% SUCCESSFUL USE OF INNOVATIONS IN
3 YEARS TIME

Brunk et al., 2014; Fixsen et al., 2001; Forgatch & DeGarmo, 2011; Ryan
Jackson et al., 2018; Saldana, Chamberlain, Wang, & Brown, 2012, 2002



OUTCOMES/RESULTS

CRIMINAL JUSTICE SYSTEM GAPS (GETTING RESULTS WITH CHANGE, OR NOT)

SERVICES

SCIENCE

IMPLEMENTATION OF SCIENCE

CULTURE/LEADERSHIP

LEADERSHIP & CULTURE GAP

Are the leadership strategies and
organizational culture hospitable to the
change itself AND to effective
implementation?

CHANGE LEADERSHIP



LOOKS LIKE

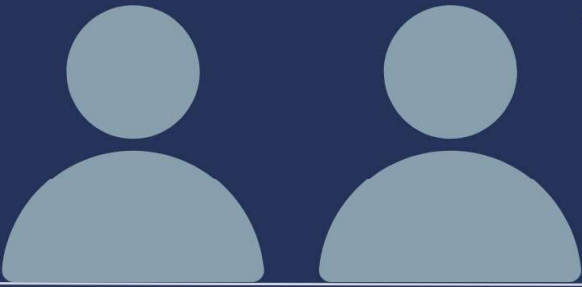
CHANGE LEADERSHIP



FEELS LIKE



Discussion



When it comes to trying out new and innovative ways of work, what have the last few years been like for you?

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THE BUTTERFLY A SIMILE FOR ORGANIZATIONAL CHANGE



5 DYNAMICS^(TM)

OF EFFECTIVE IMPLEMENTATION



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VUCA



VOLATILE



UNCERTAIN



COMPLEX



AMBIGUOUS

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VUCA:

Impact on Our Work



- Multiple, sometimes conflicting, initiatives
- Projects start and disappear
- Focus on crisis management
- Staff burnout and retention
- Organizational culture challenges
- Siloed or fractured departments

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VUCA Leadership

Mindset



VUCA Leadership Mindset

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IMPLEMENTATION LEADERSHIP^(TM)

THE TEN ESSENTIAL PRINCIPLES
FOR ORGANIZATIONAL INTELLIGENCE



1 TRUST THE VISION

2 MURPHY HATES US

**3 BE COMFORTABLE
BEING UNCOMFORTABLE**

4 ADAPT OR DIE

**5 FAIL FORWARD
FAIL OFTEN**

CULTURE IS KING 6

**LEAD THE HEARTS
LEAD THE MINDS 7**

**BE INTENTIONALLY
INFINITE 8**

TAKE THE LEAP 9

SAVOR THE JOURNEY 10

Implementation Capacity Building

ACJI'S 5 DYNAMICS OF EFFECTIVE IMPLEMENTATION



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5 DYNAMICS^(TM) OF EFFECTIVE IMPLEMENTATION



Talent Pipeline

The Golden Thread



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IMPLEMENTATION INVOLVING PEOPLE

80-90% of people-dependent innovations never get fully implemented beyond initial stages (installation)



BALAS AND BOREN, 2000:65
FIXSEN ET AL, 2019

ONBOARDING PITFALLS

Doesn't exist, we just wing it

Doesn't send the right message

It's about the wrong stuff

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Getting Started: The People Dynamic

Capitalize on Fresh Eyes

Ask new staff:

- After a month: What do you understand as our top two priorities?
- After 6 months: What are we doing that still doesn't make sense?

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OF EFFECTIVE IMPLEMENTATION



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TRADITIONAL IMPLEMENTATION PLANNING



- **HOW SOON CAN WE START?**
- **HOW FAST CAN WE GET THIS DONE?**
- **HOW MANY PEOPLE MUST WE TRAIN?**
- **WHERE DO WE START?**
- **WHEN WILL THE IMPLEMENTATION PROJECT BE "OVER?"**

IMPLEMENTATION FAILURE IS OFTEN DISGUISED AS INNOVATION FAILURE

FAILURE?



Fidelity Pipeline

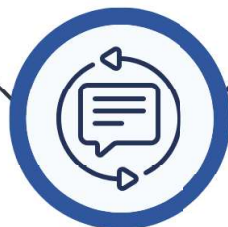
The Golden Thread

WHAT WE SAY

WHAT WE DO

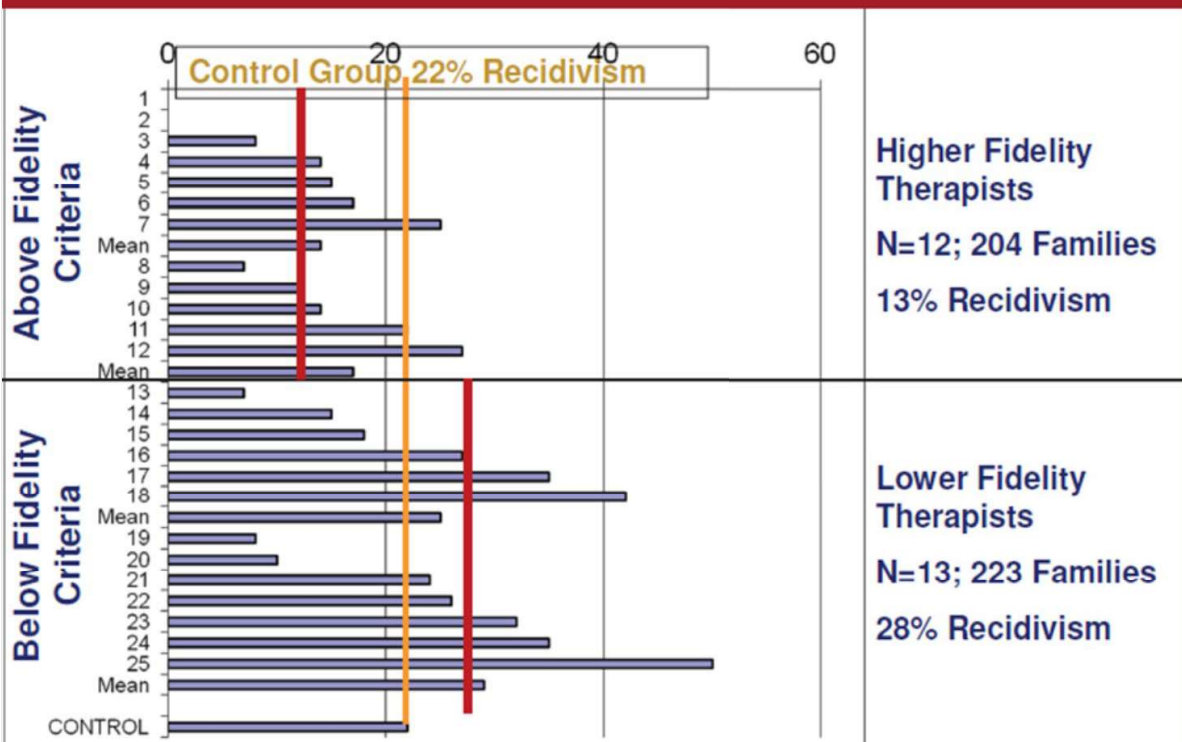


FIDELITY



HOW WELL
WE DO IT

Functional Family Therapists (WSIPP)



FIDELITY

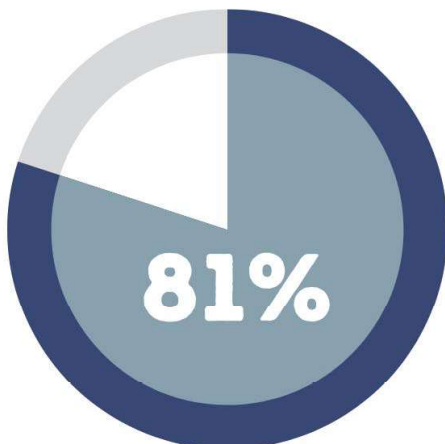
source: National
Implementation Research
Network (NIRN)



FIDELITY MATTERS

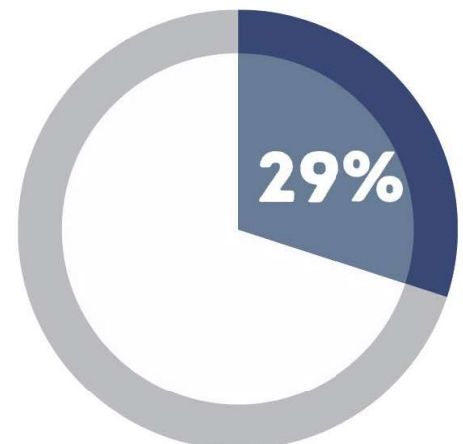
DIALECTICAL BEHAVIORAL THERAPY (DBT) PLUS 12-STEP SUPPORT
(FOR OPIOID-DEPENDENT WOMEN)

HIGH-FIDELITY THERAPISTS



**ABSTINENCE
(DRUG FREE U/A)**

LOW-FIDELITY THERAPISTS



Linehan, M. M., Dimeff, L. A., Reynolds, S. K., Comtois, K. A., Welch, S. S., Heagerty, P., & Kivlahan, D. R. (2002). Dialectical behavior therapy versus comprehensive validation therapy plus 12-step for the treatment of opioid dependent women meeting criteria for borderline personality disorder. *Drug and alcohol dependence*, 67(1), 13-26.

Getting Started: The Data Dynamic

Focus Your Fidelity

Get clear on...

- Your organization's highest impact strategies
- Focus on quality measures
- Align data resources
- Use fidelity to build foundation

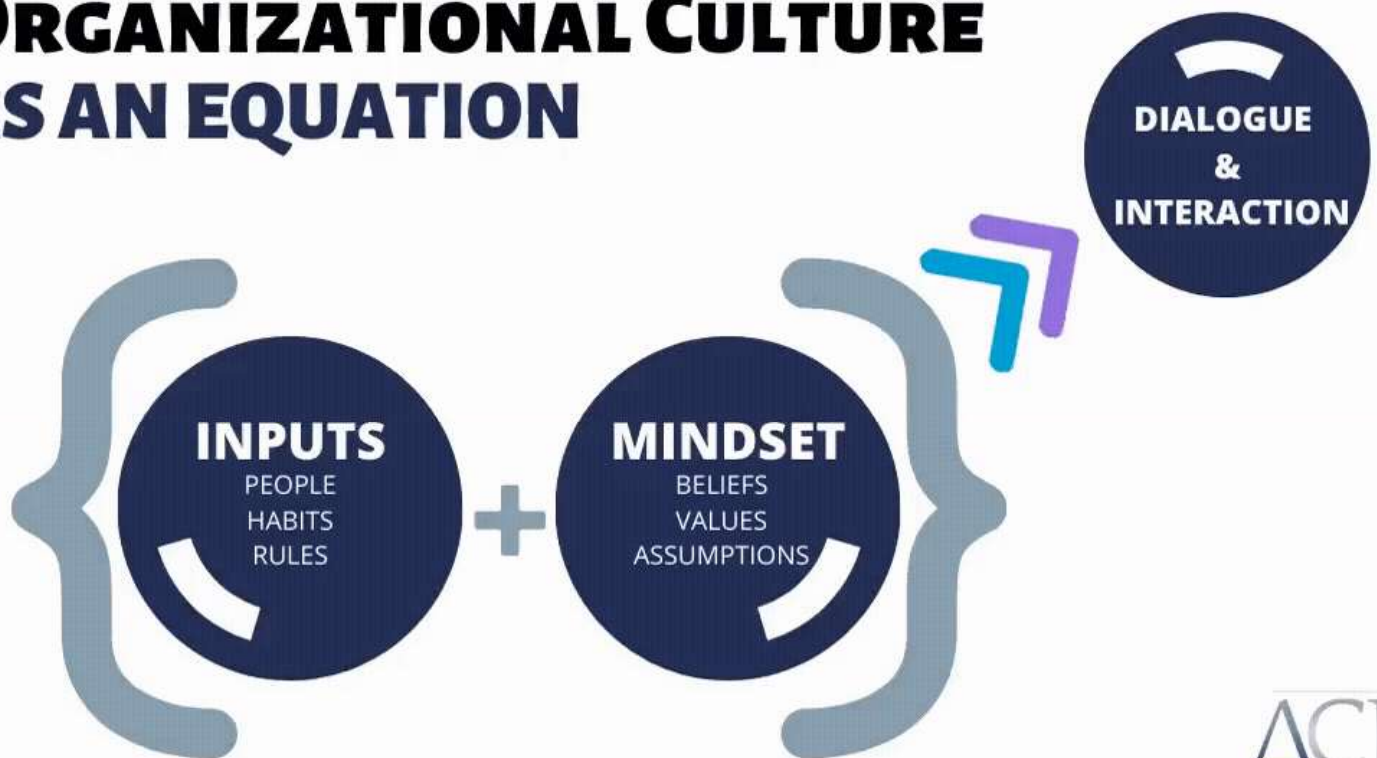
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5 DYNAMICS^(TM) OF EFFECTIVE IMPLEMENTATION



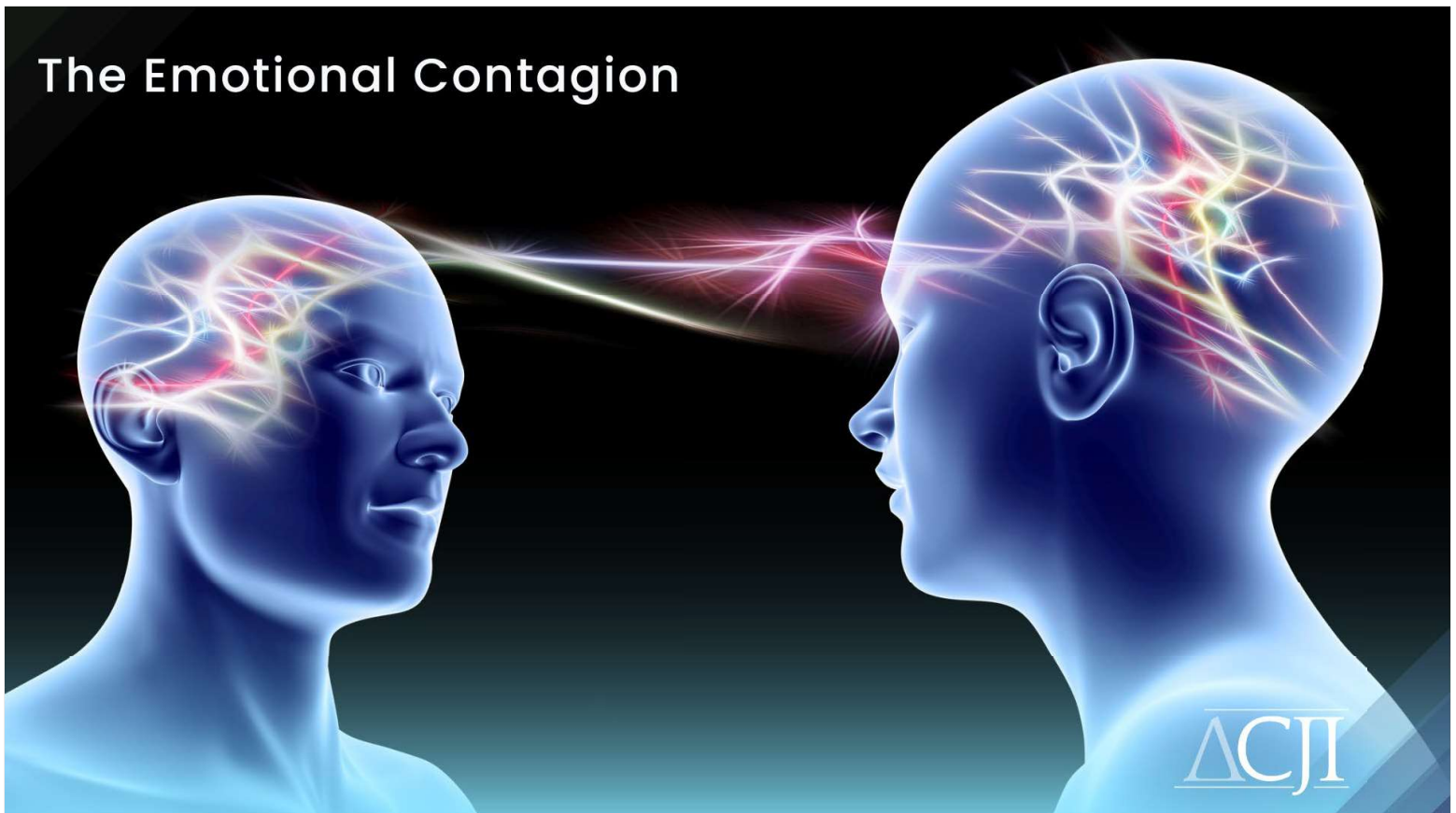
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ORGANIZATIONAL CULTURE AS AN EQUATION



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The Emotional Contagion



Identify Ideal State



If your culture is...

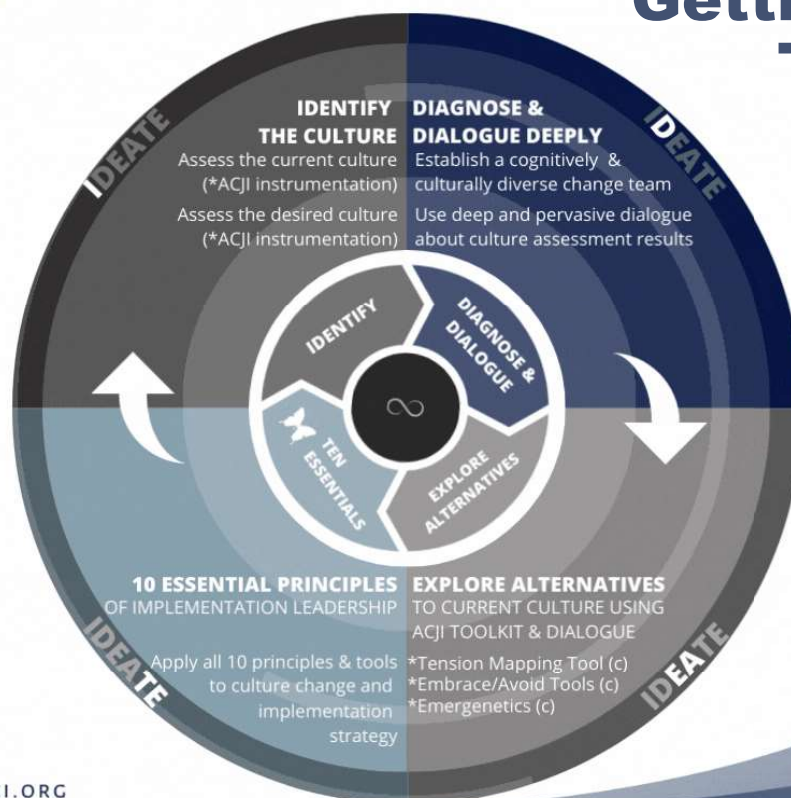
- Consumer focused> Consultative, trustworthy
- Performance driven> Goal oriented, relentless
- Innovative> Entrepreneurial, resourceful
- Inclusive> Sincere, cooperative
- Collaborative> Facilitator, transparent
- Agile> Boundaryless, visionary
- Purpose/mission driven> Altruistic, philanthropic
- Learning> Curious, open minded
- Quality> Systems oriented, objective
- Safety> Procedural, structured

Leader Traits

Employee Traits

- Relationship driven, proactive
- Merit based, competitive
- Creative, persistent
- Diverse, relationship focused
- Open minded, team oriented
- Flexible, multitalented
- Compassionate, unselfish
- Aspirational, ambitious
- Accountable, caring
- Compliant, risk averse

Getting Started: The Culture Dynamic



5 DYNAMICS^(TM)

OF EFFECTIVE IMPLEMENTATION



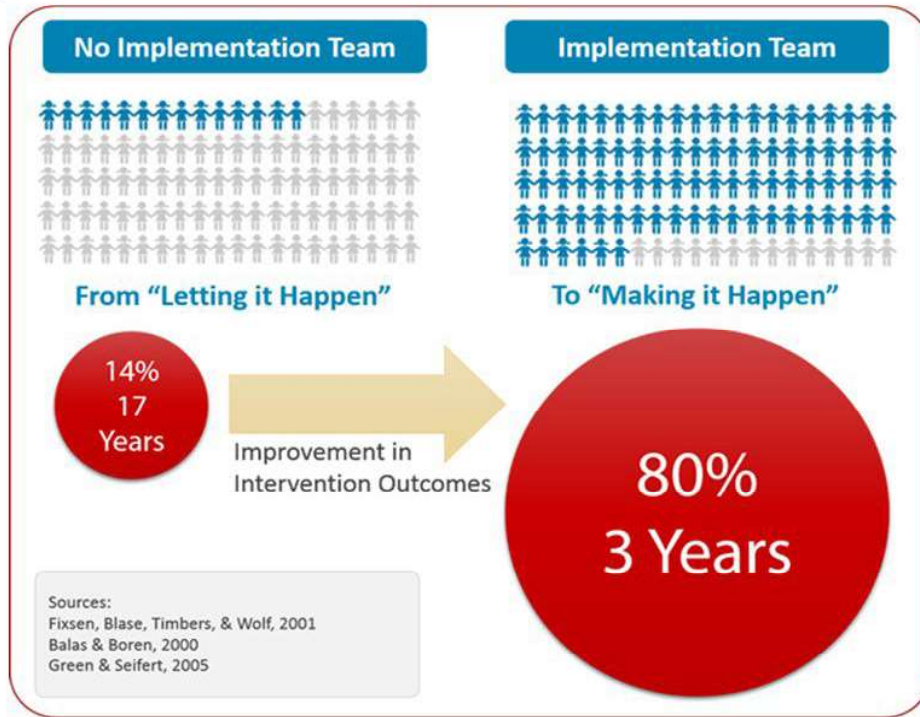
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IMPLEMENTATION RESEARCH

Without guided and directed implementation, only **14%** of new scientific discoveries (EBP's) enter day-to-day practice



ROGERS, 2002
FIXSEN ET AL, 2019



Feedback Loops



Who do you
seek out?

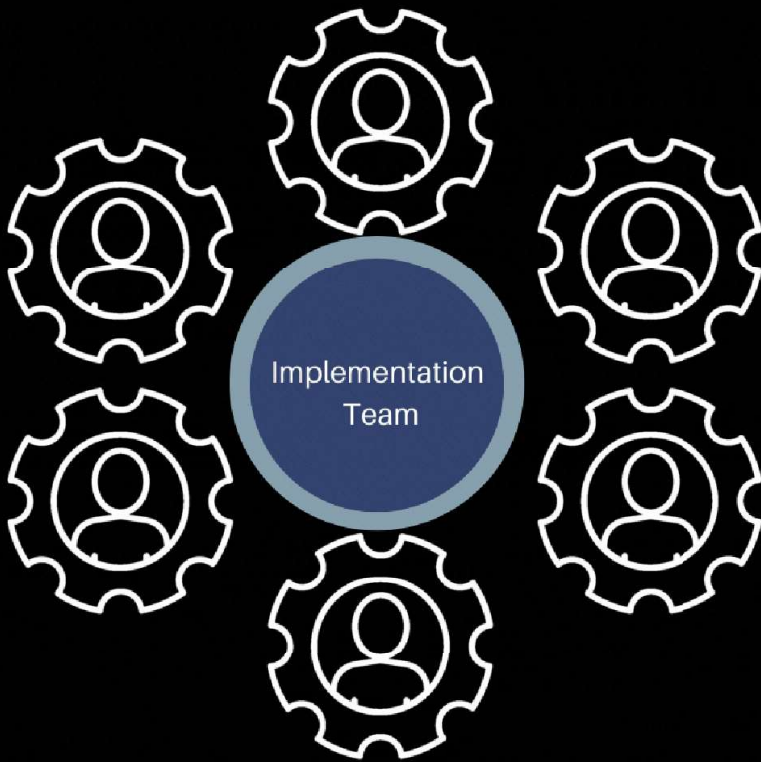


Who do you
listen to?



Who do you
avoid?

IMPLEMENTATION TEAM DESIGN (ROLES)



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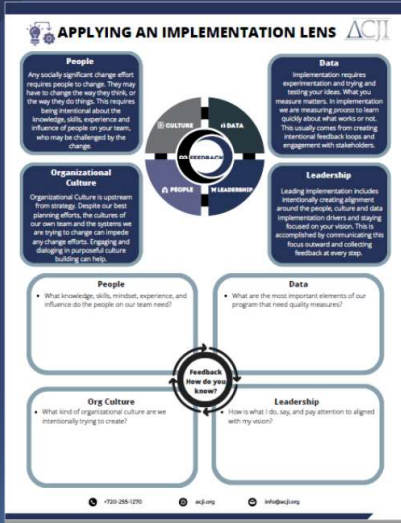
Getting Started: The Feedback Dynamic

You can't do it alone...

- Empower a team
- Take 5 minutes in an existing meeting to discuss implementation barriers
- Ask for feedback from someone you don't normally engage with
- Bring people from all levels of the organization together to discuss

FOR MORE INFORMATION

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