

Implementation Infrastructure

Implementation drivers refer to the key infrastructure elements needed to support practice, organizational, and systems change necessary for successful implementation of a program or practice (Metz & Bartley, 2012). Implementation Drivers are in service to fidelity and ensure that the program or practice is embedded in the organization's operations and culture. The implementation drivers emerged on the basis of commonalities among successfully implemented programs and practices and are grouped into organization and competency drivers (Fixsen et al., 2005).

- **Organization drivers** (facilitative administration, systems intervention and decision-support data systems) create and sustain a hospitable environment in both the organization and the broader system that is needed for the program or practice to be implemented as intended and achieve expected outputs and outcomes.
- **Competency drivers** (selection, training, coaching and fidelity) develop and improve staff competencies to support the program or practice.



Decision Support Data System

The Decision Support Data System (DSDS) allows organizations to ensure implementation is occurring as intended, and the program or practice is being used as designed. Regular collection and use of data to make decisions assists management with understanding how implementation is progressing and supports staff by assessing the efficacy of their work and ensuring professional accountability.

The DSDS detects, prevents and addresses barriers to implementation. For example, review of data may reveal low utilization of coaching for staff. Upon detecting this, managers can work with coaches and staff to understand what is preventing coaches from working with staff and put in place strategies to overcome obstacles.

Additionally, the DSDS identifies what is working well within organizations. Data can be used to celebrate strengths and successes in the organization's use of the program or practice.

Best Practices for the Decision Support Data System

1. There is someone accountable for the decision support data system.

A specific person is responsible for coordinating a data system that is used to support decision-making for the program or practice and its implementation. This person is able to execute the responsibilities related to his/her role in overseeing the decision support data system.

2. Staff have access to relevant data for making decisions for program improvement.

Relevant staff have access to and can analyze all of the following data for program improvement:

- fidelity data;
- outcome data;
- programmatic data, including feedback from practitioners and program beneficiaries; and
- financial data.

3. Data are useful and usable.

Data collected meet all of the following criteria to be useful and usable:

- collected in a standardized way by trained staff;
- provide relevant information that can support improvement processes;
- available when relevant staff are making decisions; and
- are an important component of practice routines.

4. Staff have a process for using data for decision-making.

Staff have a process for using data for decision-making that includes all of the following:

- data are disaggregated, analyzed and summarized at least quarterly;
- data summaries are communicated clearly in written reports to relevant staff;
- action plans are developed and monitored regularly to improve implementation supports and outcomes; and
- data summaries and action plans are shared with key stakeholders.

Fixsen, D., Naoom, S., Blase, K., Friedman, R., & Wallace, F. (2005). *A Review and Synthesis of the Literature Related to Implementation of Programs and Practices*. Tampa, FL: National Implementation Research Network.

Metz, A., & Bartley, L. (2012). Active implementation frameworks for program success: How to use implementation science to improve outcomes for children. *Zero to Three (J)*, 32(4), 11-18.