Choosing the Right Innovation

Knowledge Exchange Collaborative Webinar #2

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Today's webinar

How to choose the "right" innovation to best fulfill your purpose:

Innovation and the I2I   **Foundation for the right innovation**

Liz Wigfull, MHCC   Kim Baker, PSSP, CAMH

KNOWLEDGE TO PRACTICE GAP

KNOWLEDGE TRANSLATION

Awareness. People don't know certain knowledge exists.

Comprehension. Knowledge isn't presented in a 'usable' way.

Relevance. The knowledge that *does* exist doesn't answer the problems faced by decision-makers.

Recognition. The source of the knowledge is not valued.

IMPLEMENTATION SCIENCE

Implementation. There is awareness, but there are barriers to change.
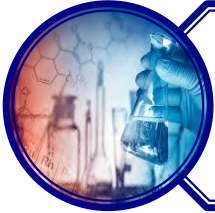
Behaviour change. The necessary pieces are in place, but individual and organizational behaviour change is difficult to achieve.

WHAT IS KNOWLEDGE TRANSLATION?

Bridging the gap between

what we know and what we do

WHERE DOES KNOWLEDGE COME FROM?

Scientific (learning through research)

Experiential (learning through experience)

Pragmatic (learning through action)

Cultural (learning through being)

Innovation to Implementation

A Practical Guide to Knowledge Translation in Healthcare

mentalhealthcommission.ca

I2I CYCLE

STATE PURPOSE

What problems are you trying to address?

What practice or policy are you trying to improve?

What are your objectives?

What are the desired outcomes?

What is your purpose?

Let's use an example from everyday life

Problem: Family is in need of a break from day-to-day life

Trying to improve: family connectedness/wellness

Objectives: to do something together which is fun and refreshing

Desired outcome: to return to work feeling relaxed and in a happy state of mind, feeling connected to other family members

I2I CYCLE

In.no.va.tion: products, actions, services or relationships that have the potential to enhance health outcomes

EXAMPLES OF "INNOVATIONS"

A way to decrease stigma amongst healthcare workers	Effective youth engagement strategies	Using apps to deliver counselling in remote areas
Integrating services for older adults through service hubs	YOUR INNOVATION	A new system for electronic record keeping
A new approach to mental health care policy	A new line of research	A consistent suicide assessment approach in acute care across jurisdictions

camhPSSP

Provincial System Support Program | Programme de soutien
au système provincial

VISION

Transforming Systems—
Improving Lives

Working together with partners across sectors, the **Provincial System Support Program** moves evidence to action to transform mental health and addictions systems in Ontario.

Foundation for Selecting an Innovation

WHAT IS IMPLEMENTATION SCIENCE?

Implementation Science is the **study of factors** that influence the **full and effective use** of evidence-based innovations **in practice**.
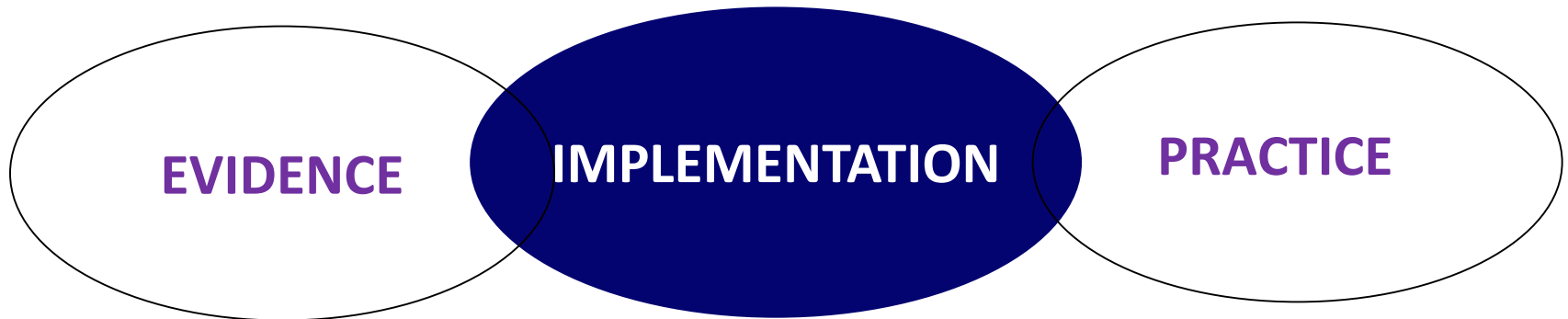
A **research based process** to support:

- Decision making
- Development of innovation specific implementation plans
- Planning & structuring activities purposefully to ensure implementation as intended
- Evaluation to ensure implementation occurs as intended to achieve desired outcomes
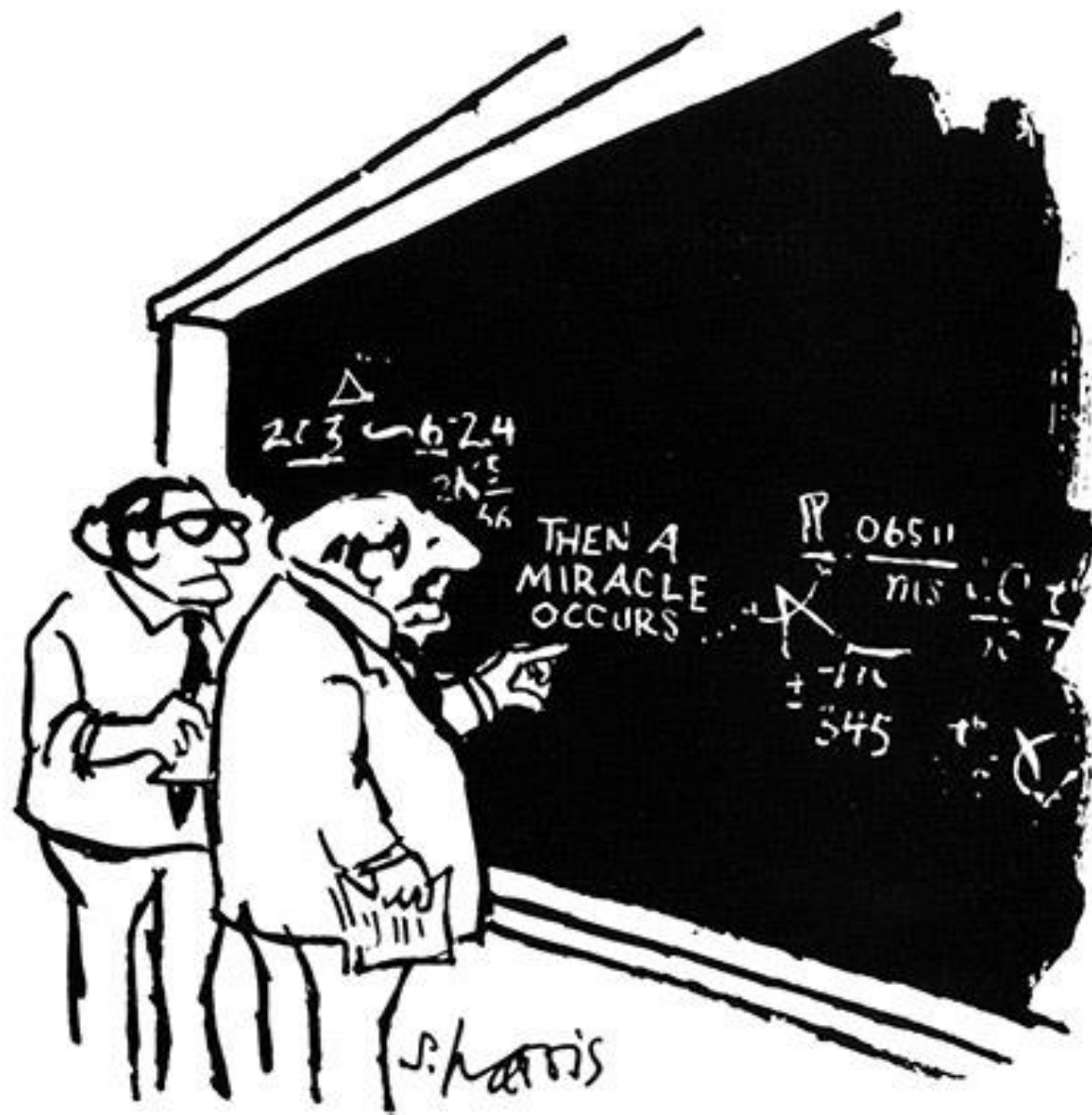
WHAT IS IMPLEMENTATION?

Implementation is **a specified set of activities** designed to put into practice an activity or program of **known dimensions**...

...so that **ALL** can benefit.

FORMULA FOR SUCCESS

EFFECTIVE INNOVATIONS ✖ **EFFECTIVE IMPLEMENTATION METHODS** ✖ **ENABLING CONTEXTS**

= **SOCIALLY SIGNIFICANT OUTCOMES**

Fixsen & Blase, 2012

"I think you should be more explicit here in step two."

5 FRAMEWORKS

(National Implementation Research Network)

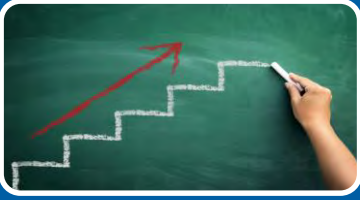IMPLEMENTATION STAGES

USEABLE INNOVATIONS

IMPLEMENTATION DRIVERS

IMPROVEMENT CYCLES

IMPLEMENTATION TEAMS

4 IMPLEMENTATION STAGES

Exploration: Assessing readiness and needs; examining innovations/evidence and select the most appropriate option.

Installation: Developing an implementation plan and securing the resources and infrastructure needed for successful implementation.

Initial Implementation: New innovations are used and tested in real world settings and refined.

Full Implementation: Implemented innovations have become "business as usual" and implementation is occurring as intended.

EXPLORATION

"The purpose of exploration is to assess the potential match between community needs, evidence-based practice and program needs, and community resources and to make a decision to proceed (or not)."

Fixsen et al., 2005

Hexagon& Practice Profile

USEABLE INNOVATIONS

- Successful implementation requires a "useable" innovation/intervention

- In order to be "usable," an innovation needs to be:
    - teachable,
    - learnable,
    - doable, and
    - able to be readily assessed in practice

MAKING AN INNOVATION "USEABLE"

Clear description of the innovation

Identified critical components

Operational definitions of critical components

Practical performance/fidelity assessment

Selecting Your Innovation

HEXAGON TOOL

- Facilitates evaluation of an innovations on 6 key factors to guide decision-making
- Most often used to select an innovation but can also be used to critically examine one already selected
- Goal to assess the potential match between an innovation and community needs, evidence-based practice, and community resources and to make a decision to proceed (or not)
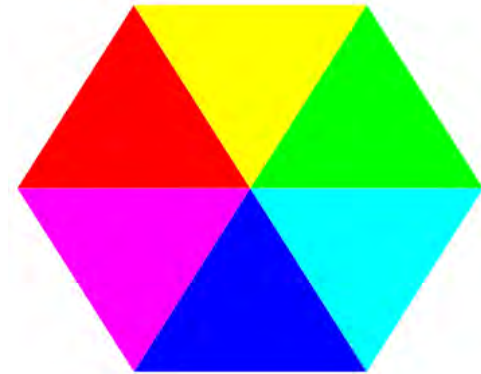
HEXAGON CAN....
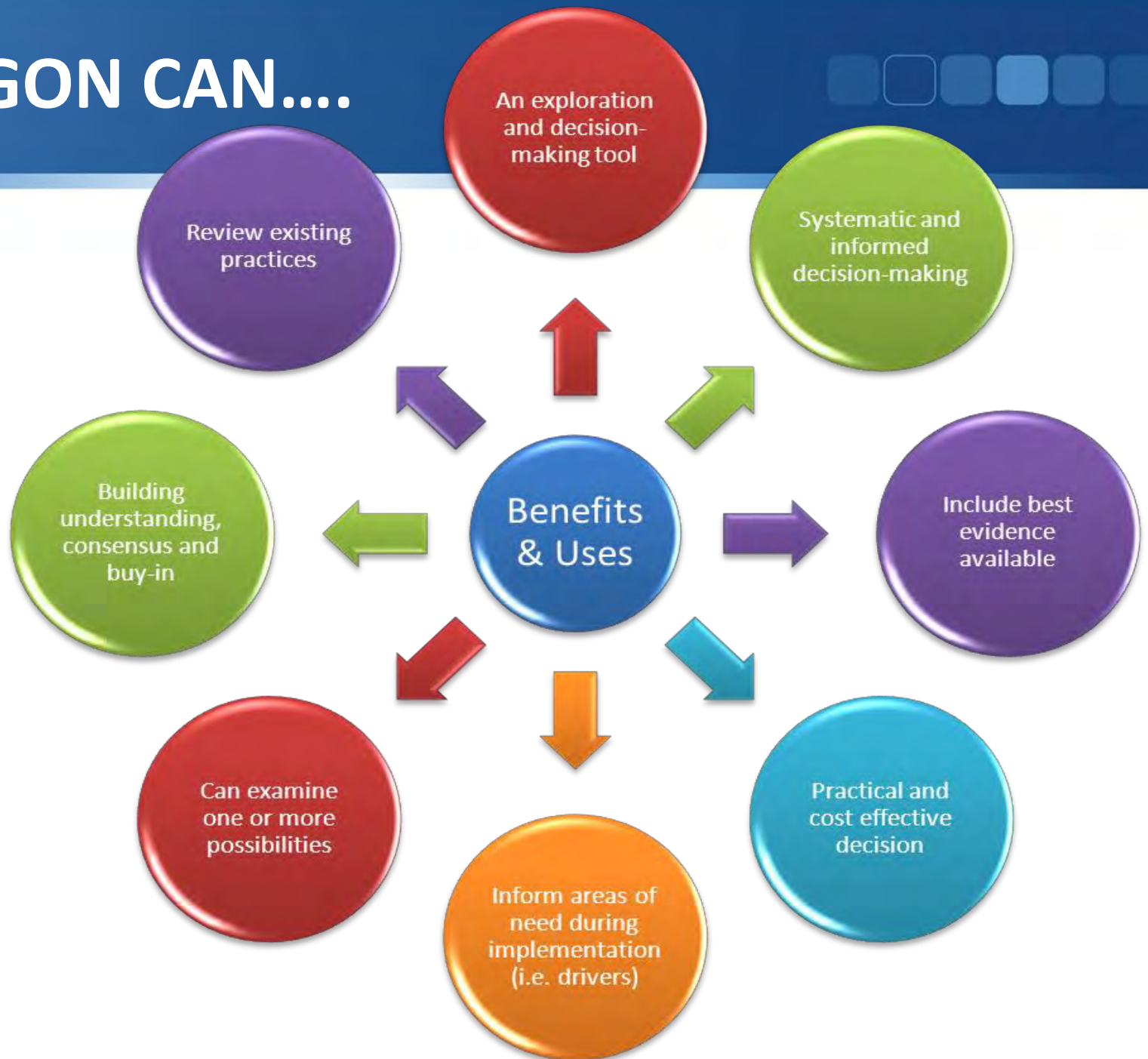
Do you have the minimum skills, knowledge, ability to implement the innovation? Can you build them? Do people want to do it (buy-in to the new practice)?

Is there a need for the innovation? How will you demonstrate the importance? Is there data to show this?

Is there a fit between the innovation and the needs of your target implementers? Does the innovation align with organizational and/or community strategic goals? Does it complement other initiatives?

Is the innovation well defined enough that you know what you are choosing and that you know how to implement it? Is there anyone you can learn from?
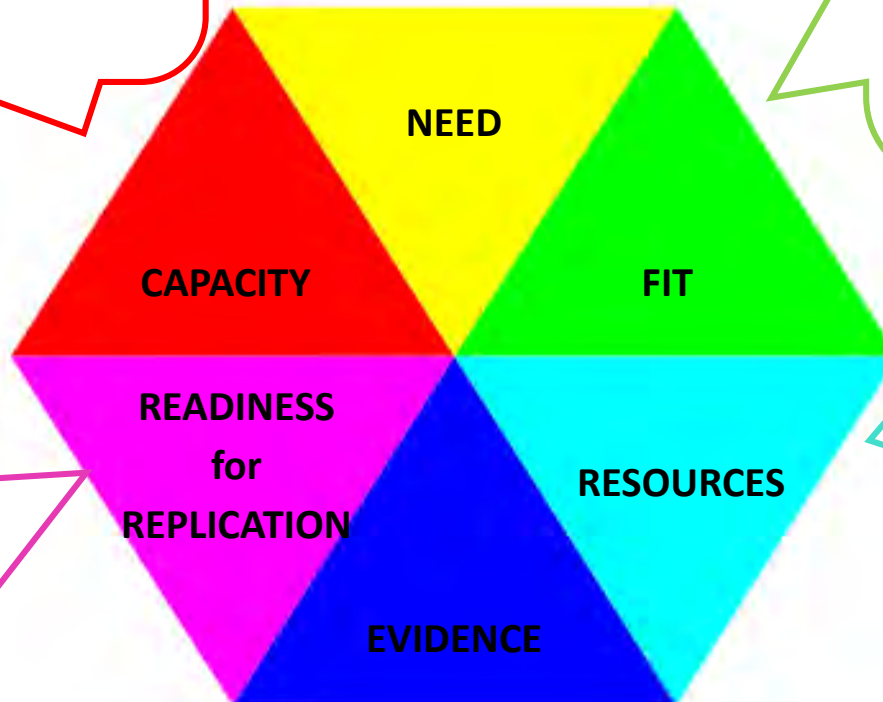
Do you have the necessary resources to put the innovation in place? What financial resources are needed? Do you have the right people and skills to train them?

Is there evidence for the new approach? Can you demonstrate the potential positive impact?

NEED

FIT

CAPACITY

READINESS for REPLICATION

RESOURCES

EVIDENCE

HEXAGON SCORING

- Generate discussion & identify the innovation areas of strength and areas of weakness

- Take into account all of the information that falls within the factor

- Record any further information or action that might be required before moving forward
  - More information needed?
  - Buy-in, endorsements or approvals needed?

Low   **Medium**   **High**

1   3   5

2   **Midway Points**   4

NOTES ON SCORING

Record and Tally

	Score
Need	
Fit	
Resource Availability	
Evidence	
Readiness for Replication	
Capacity to Implement	
Total	

Caveats:

- Discussion and increased understanding of innovation and what it will take to implement it more important than score

- A low score in one or two sections does not necessarily mean you wouldn't move forward

- Additional information, resources or work needed to make implementation possible

LET'S TRY IT!

Paris, ON, Canada

- Camping for a week

Paris, France

- Sightseeing

EXPLORE the KEY FACTORS

| Factor	Guiding Questions
Need	Does the type of vacation meet your needs? Relaxation or constant activity? Low key versus high energy?
Fit	Does the vacation fit with your family's needs? Just you and partner? Kids coming along?
Resource Availability	Relatively expensive versus relatively cheap? Do you have the money needed for the more extravagant vacation? Do you have the time to travel to France?
Evidence	Have you camped before? Do you know you will enjoy it? Have people recommended Paris, France & certain activities? Have you traveled in Europe before/flown trans-atlantic?
Readiness for Replication	Do you have what you need to implement? Camping: tent, sleeping bags, coleman stove, cooler etc.? France: passport? euros? hotel & flight info?
Capacity to Implement	Where the rubber meets the road! Can you actually do it? Experienced camper? Well-seasoned international traveler?

NOW SCORE IT!

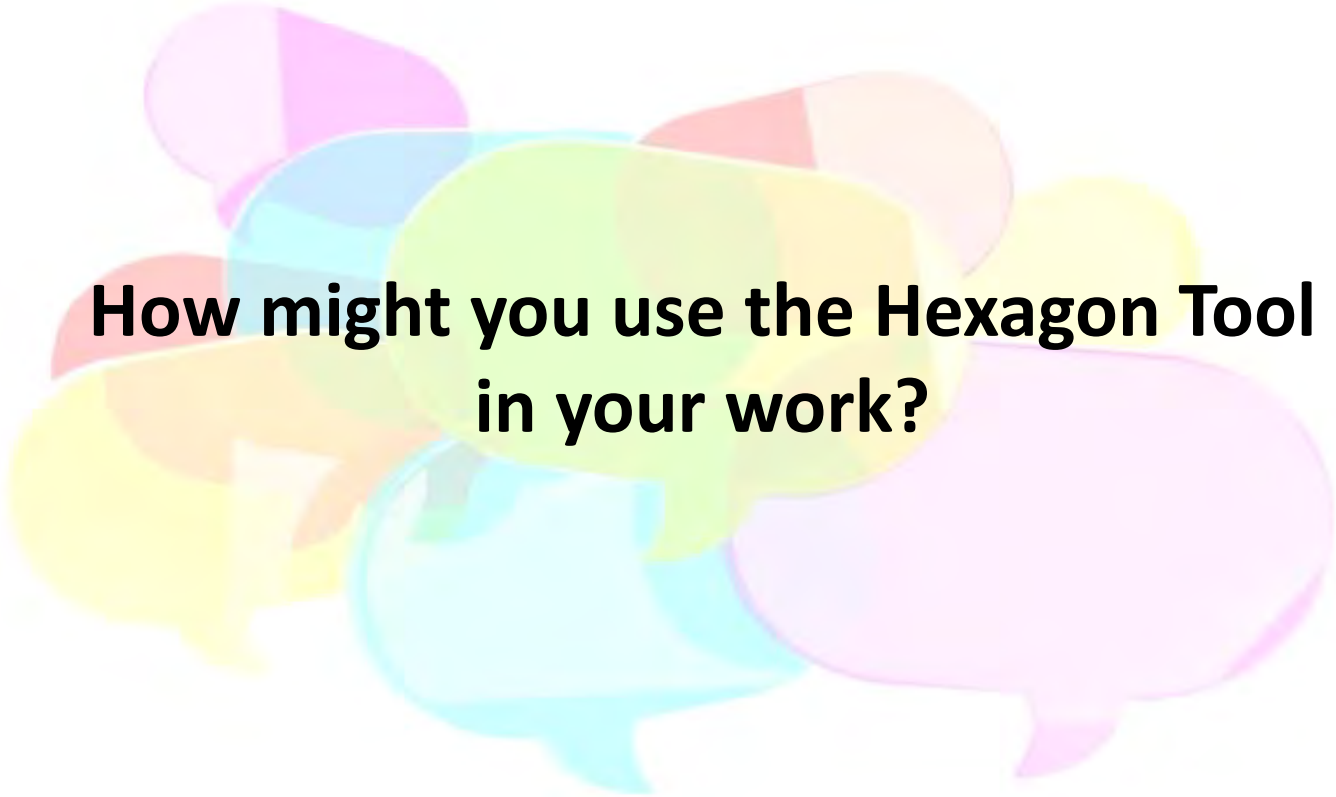| Factor	Score (1 – 5) Paris, ON	Score (1 – 5) Paris, France
Need		
Fit		
Resource Availability		
Evidence		
Readiness for Replication		
Capacity to Implement		
Total		

POLL

What vacation did you choose?
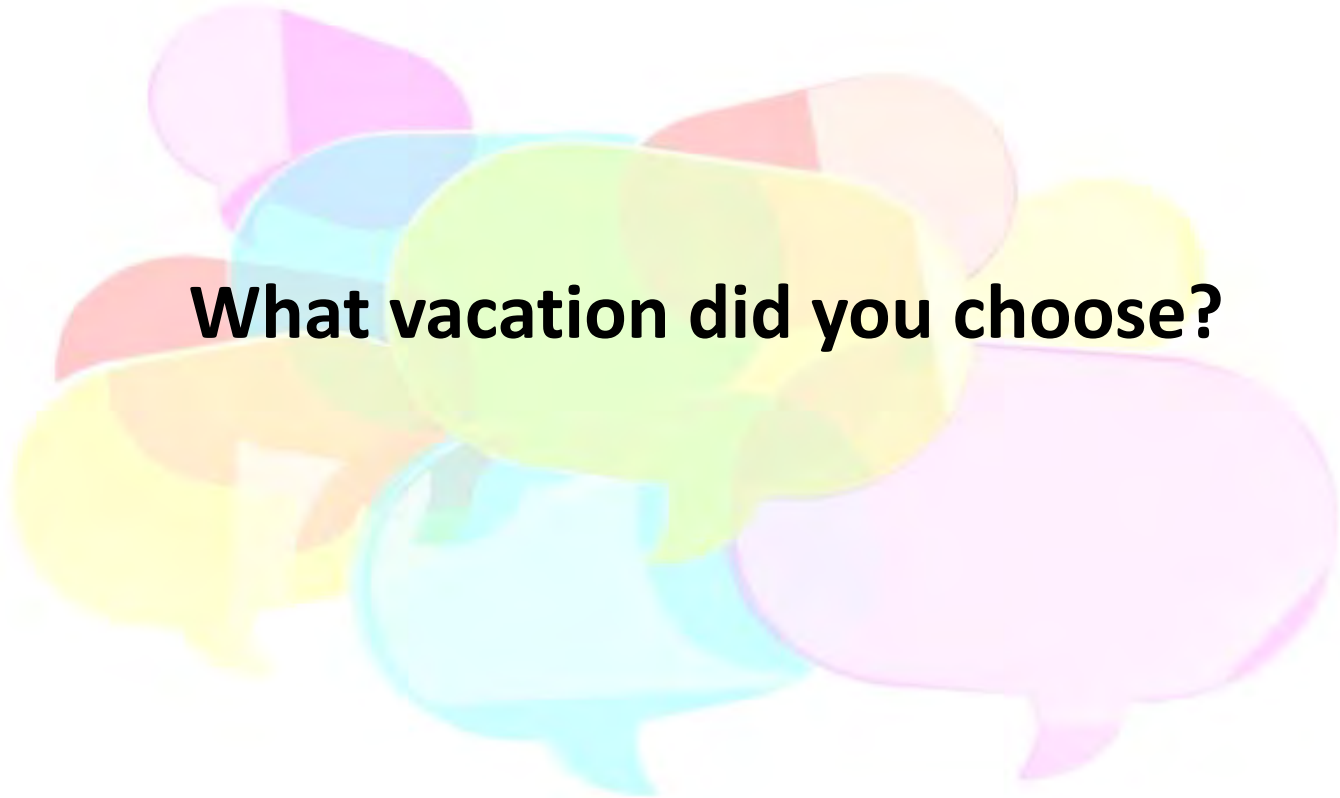
LET'S CHAT....

How might you use the Hexagon Tool in your work?

Defining Your Innovation

DEFINING YOUR INNOVATION

PRACTICE PROFILE

- Supports identification of critical components
- Components are described in a way that is observable and measureable
- Prompts thinking about outcomes and provides foundation for monitoring and evaluation
- Identifies knowledge, skills and abilities needed to put the innovation in place
- Creates a shared vision and a common language
- Can support scale and spread of innovations
- **End goal is to alter behaviour!**

PRACTICE PROFILE – Keeping on Track!

- Provides a vehicle to operationalize, define and refine the innovation

- A touchstone to ensure implementers stay aligned with what was agreed upon

- Building block to examining implementation drivers

- Supports thinking about evaluation at the outset: How do we know whether we have done what we agreed upon?

What is a Critical Component? Element you consider crucial to the success of your innovation.

Critical Component	Ideal Implementation	Acceptable Variation	Unacceptable Variation	Expected Outcomes
Describe each critical component (why is it important?)	Description of implementer behaviour. What are the ideal actions implementers will take to operationalize the critical component and realize the intended outcome?	Description of implementer behaviour. What are actions that are not the ideal but will still help achieve the goal?	Description of implementer behaviour. Describe actions that will be a barrier to enacting the critical component and meeting the objectives.	Description of expected outcomes if this component is used with fidelity. What impact will you have if critical component is operationalized?

PRACTICE PROFILE – Part 2

What is necessary to bring each component (ideal or acceptable) into action?

Critical Component	Ideal/ Acceptable Actions	Knowledge/Skills and Abilities	Driver Analysis	Evaluation (Outcomes)
List each critical component below	Summary of ideal and/or acceptable behaviour	Learning/capacity building activities to support putting the component in place	Connection to implementation drivers	Identify how you will measure the impact/outcome

The intervention = practicing good oral hygiene

What are the critical components
of good oral hygiene?

PRACTICE PROFILE – Example

Critical Component	Ideal Implementation	Acceptable Variation	Unacceptable Variation	Expected Outcomes
Describe each critical component (why is it important?)	Description of implementer behaviour. What are the ideal actions implementers will take to operationalize the critical component and realize the intended outcome?	Description of implementer behaviour. What are actions that are not the ideal but will still help achieve the goal?	Description of implementer behaviour. Describe actions that will be a barrier to enacting the critical component and meeting the objectives.	Description of expected outcomes if this component is used with fidelity What impact will you have if critical component is operationalized?
Brushing teeth	Brush in the morning. Brush after each meal. Brush before bed. Brush with medium pressure, in direction of gums, for 2 minutes each time. Use toothpaste.	Brush twice a day, morning and night. Brush 1 minute or more, in direction of gums, using medium pressure. Use toothpaste.	Brush less than twice a day. Do not use toothpaste. Don't use a proper brush.	Clean teeth Fresh breath Healthy gums No cavities
Flossing				
Going to dentist				

PRACTICE PROFILE – Example

Critical Component	Ideal/ Acceptable Actions	Knowledge/Skills and Abilities	Driver Analysis	Evaluation (Outcomes)
List each core component below	Summary of ideal and/or acceptable behaviour	Learning/capacity building activities to support putting the component in place	Connection to implementation drivers	Identify how you will measure the impact/outcome
Brushing	Brush twice a day, morning and night. Brush 1 minute or more, in direction of gums, using medium pressure. Use toothpaste.	Learn the importance of brushing. Be shown how to brush teeth properly.	Training: someone teaches how to brush properly Coaching: someone checks if you're doing it right & provides feedback Systems intervention: water, toothpaste, toothbrush available	No cavities at 3 month check up. Can demonstrate how to brush correctly.

TAKEAWAYS

- ✓ In order to successfully implement, the innovation must be clearly defined
- ✓ Clear definition supports fidelity
- ✓ Capacity building can be undertaken based on critical components and identified observable behaviours of implementers

Want to learn more?

I2I:
https://www.mentalhealthcommission.ca/English/initiatives/12298/innovation-implementation-i2i
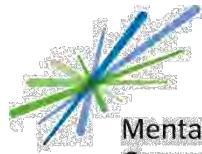
Implementation Science: http://nirn.fpg.unc.edu/

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

Practice Profile:
http://implementation.fpg.unc.edu/resources/lesson-3-practice-profiles

PSSP Approach:
http://improvingsystems.ca/how-we-work/implementation-approaches
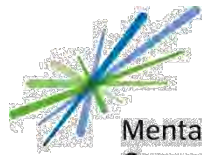
How did we do?

Please fill out the survey that will be emailed to you.

Thank you!

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