



Delivering on the Children and Young People (Scotland) Act 2014 for our most vulnerable children

Melissa Van Dyke, PhD, LCSW

National Expert Advisor on Implementation

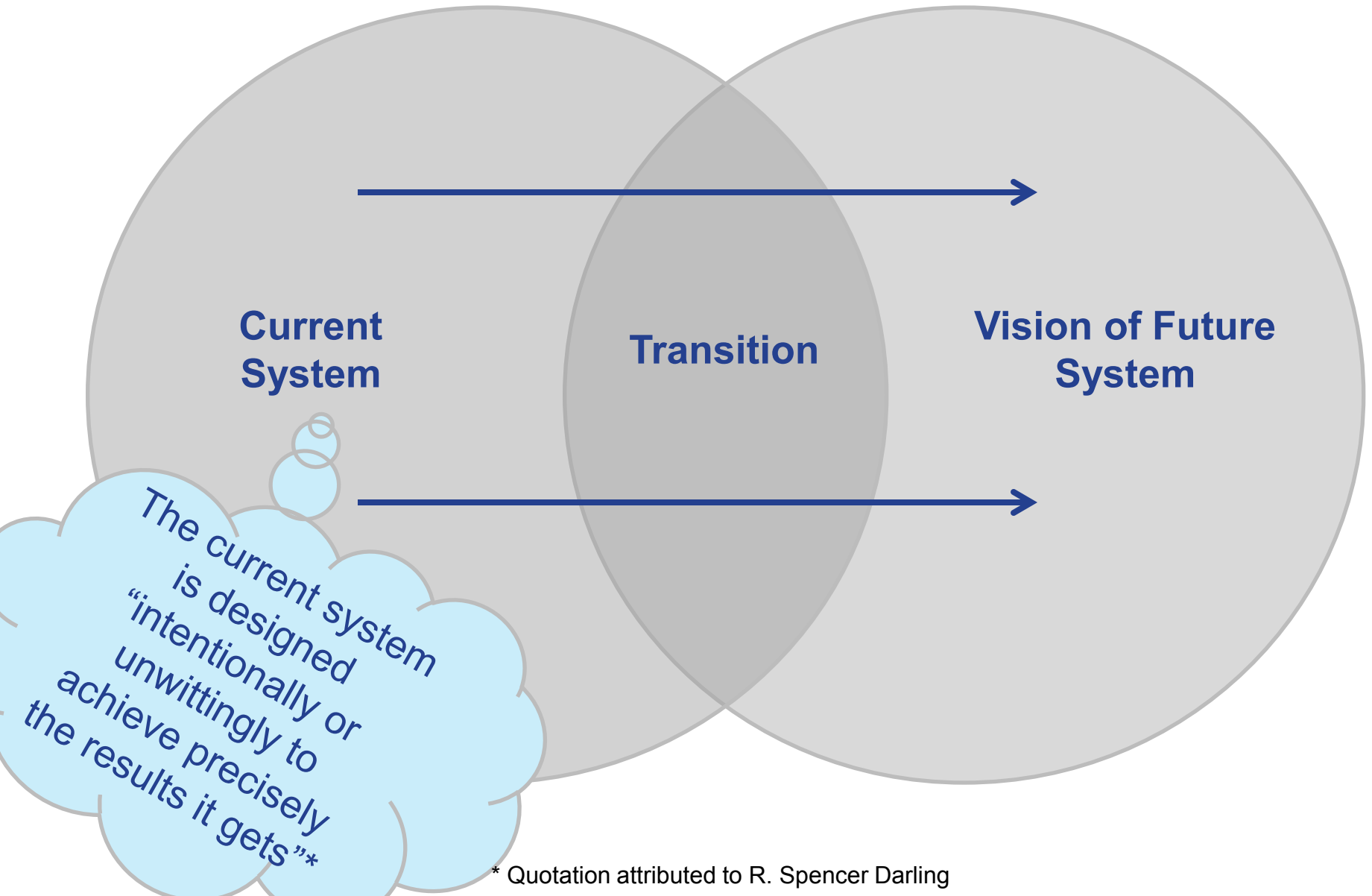
University of Strathclyde

“the place of useful learning”

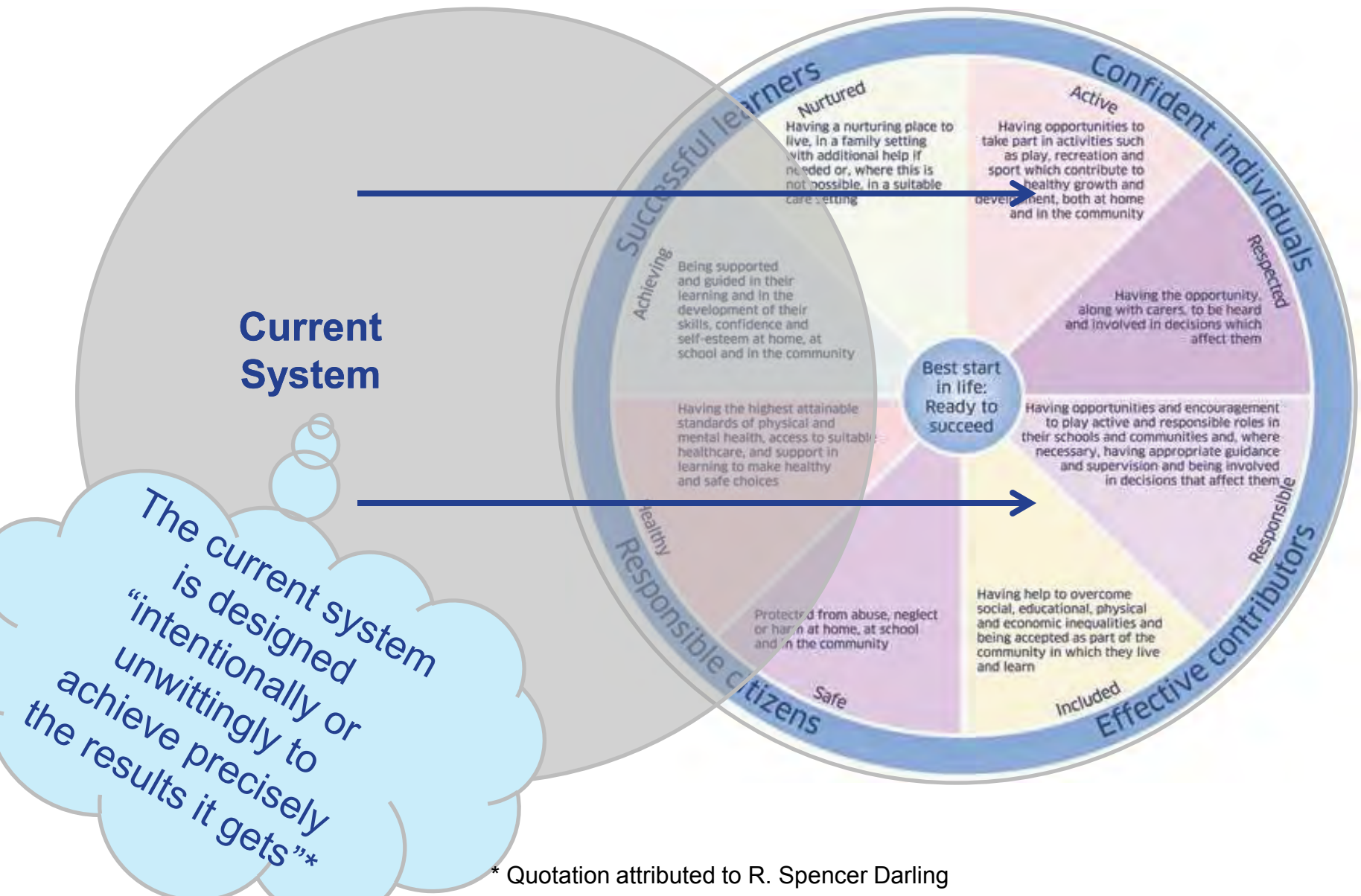
CELCSIS 2015: Travelling together

7 October 2015

Getting Better Outcomes for Our Most Vulnerable Children and Young People

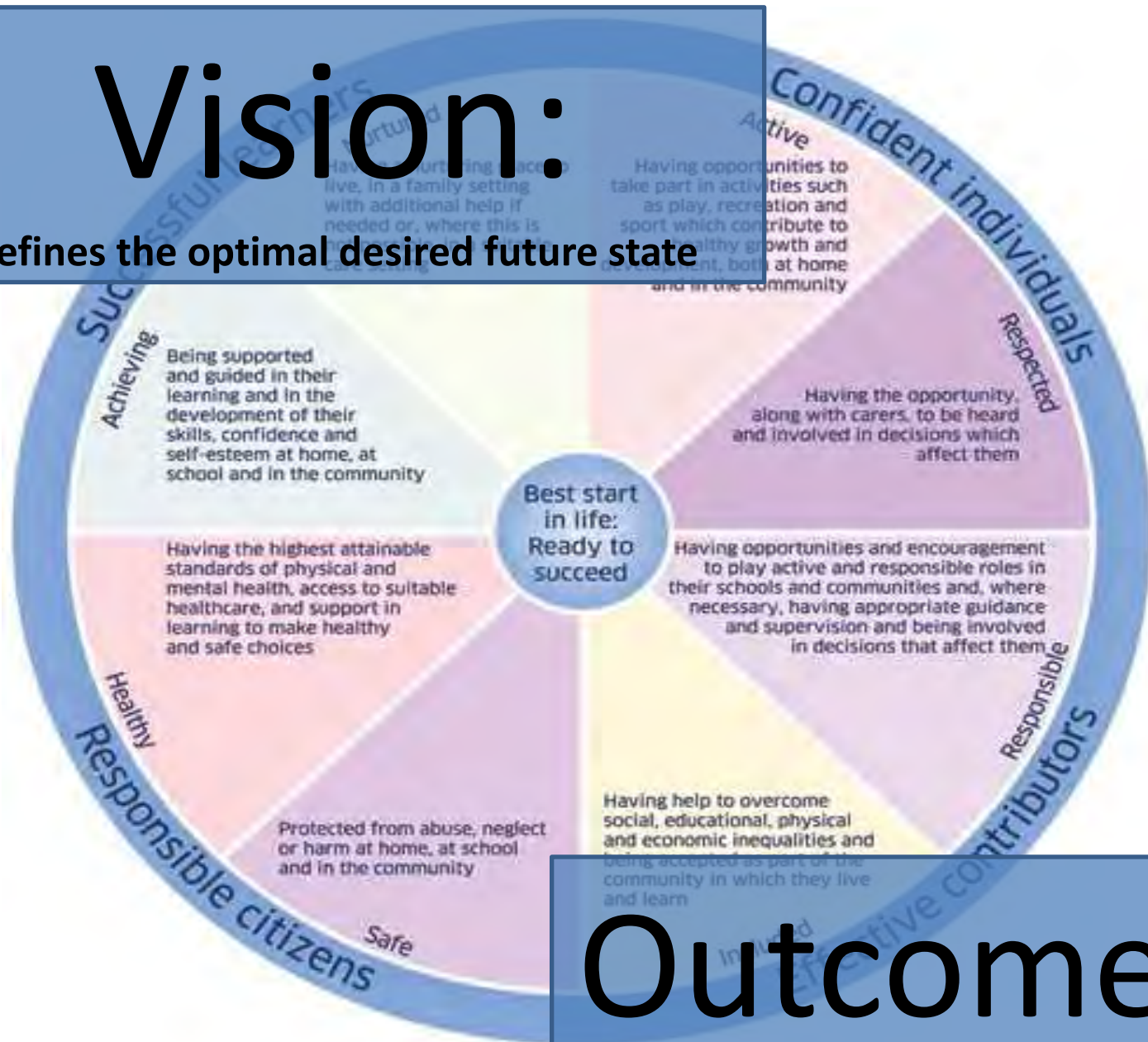


Getting Better Outcomes for Our Most Vulnerable Children and Young People



Vision:

Defines the optimal desired future state



Outcomes:

Desired results

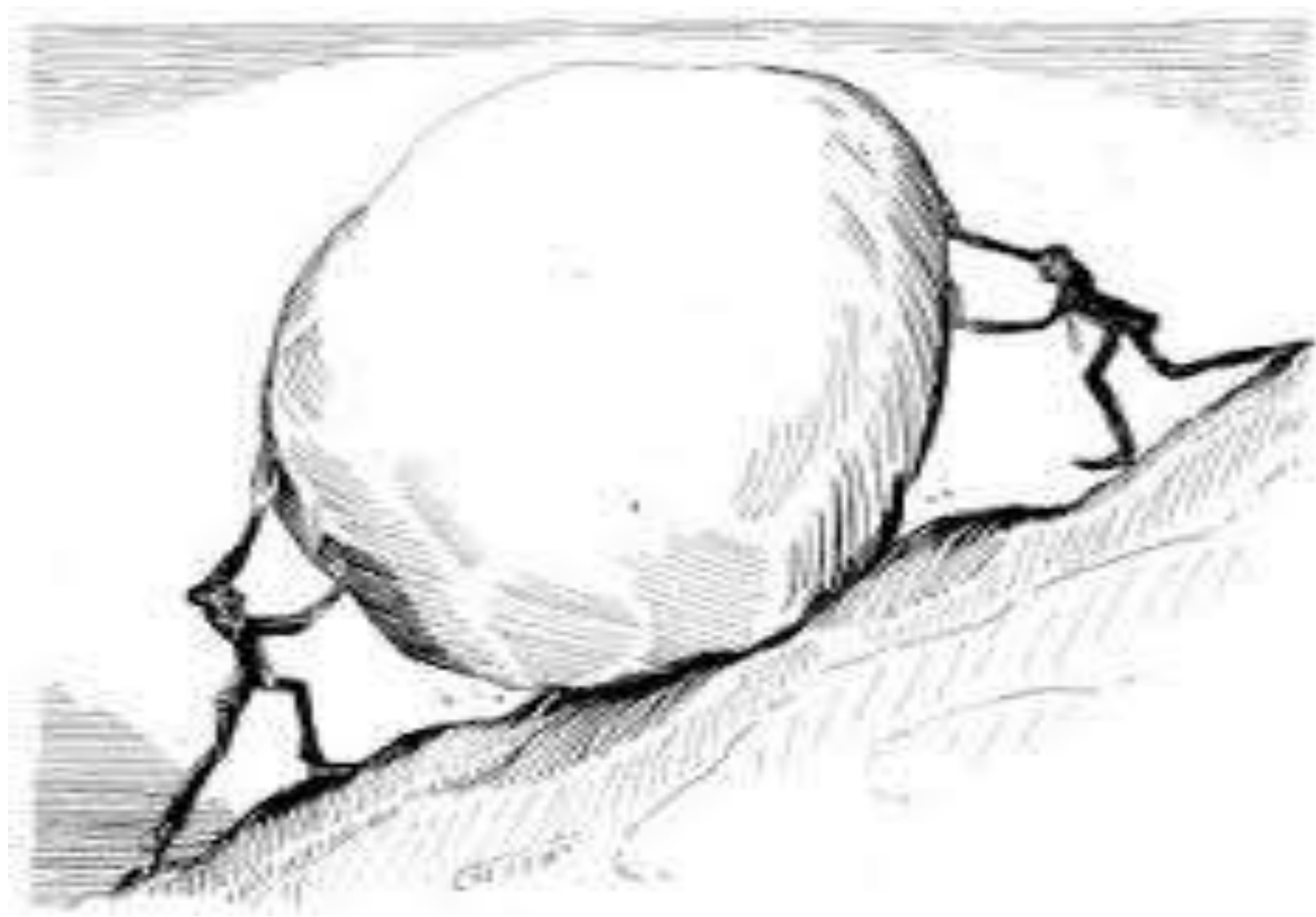
What gets in the way?

Greek Myth - The Punishment of Sisyphus



Greek Myth - The Punishment of Sisyphus





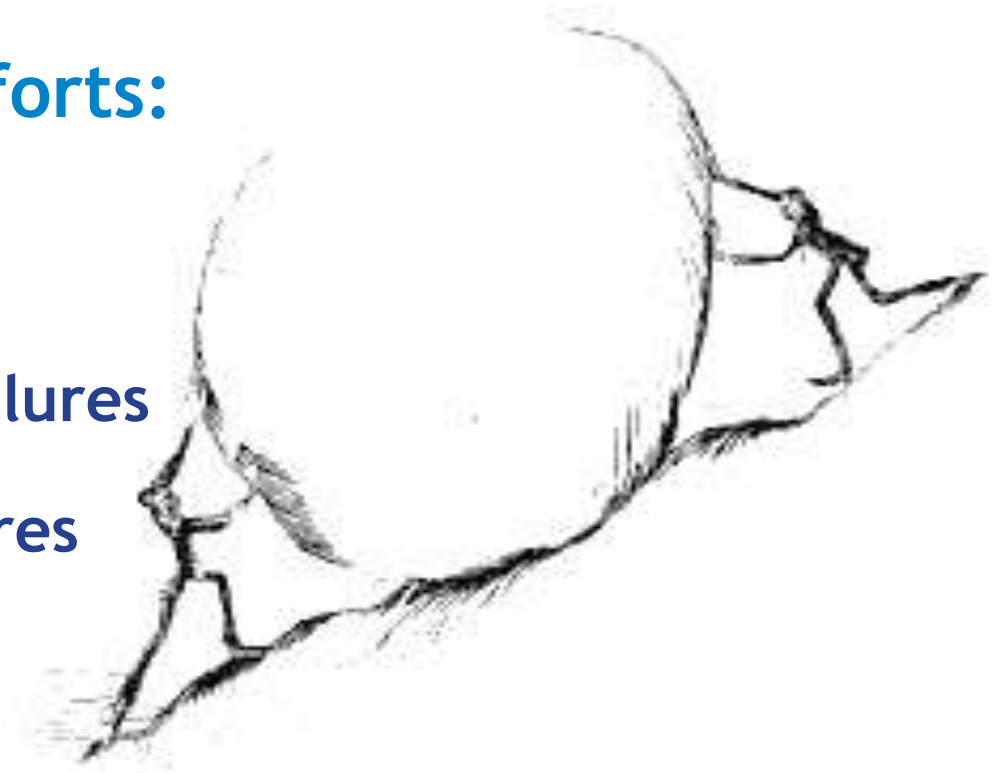


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What gets in the way?

Reasons for failed efforts:

- Design Failures
- Implementation Failures
- Sustainability Failures



Foster-Fishman and Watson, 2011 (based on Foster-Fishman and Long, 2008; Foster-Fishman, Nowell, and Yang, 2007; Kubish, et al., 2010; Trent and Chavis, 2008)



What gets in the way?

Design Failures

- *Disconnect between goals (desired results) and selected strategies*
- *Unrealistic expectations/time frames*
- *Insufficient scale and scope*
- *Insufficient attention to systems characteristics and dynamics*

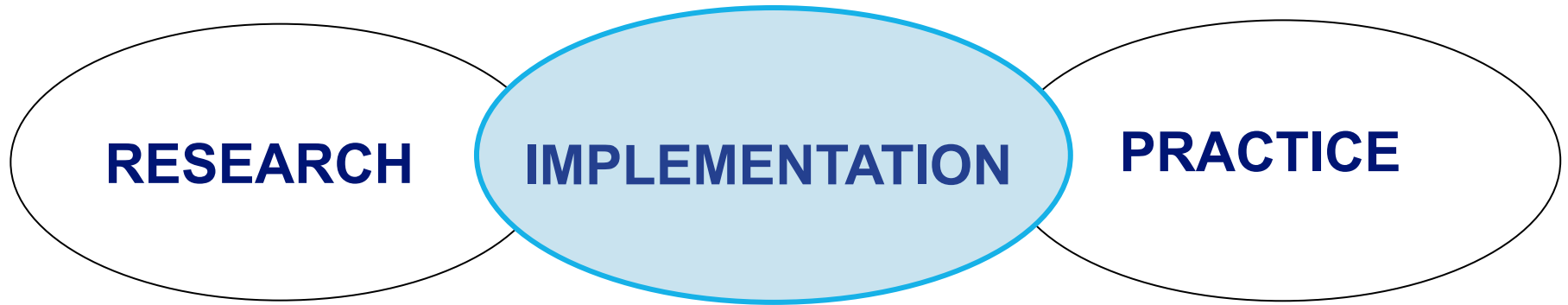
Implementation Failures

- *Lack of capacity*
- *Ineffective coordination and collaboration*
- *Insufficient attention to feedback and continuous improvement*
- *Insufficient attention to the process of change*

Sustainability Failures

- *Lack of attention to sustainability*
- *Lack of secured, sustained resources*

Implementation Gap



- Implementation gap

- We don't use innovations "as intended"
- We don't build capacity to sustain innovations
- We don't scale innovations to provide benefits to citizens and society



Insufficient Methods

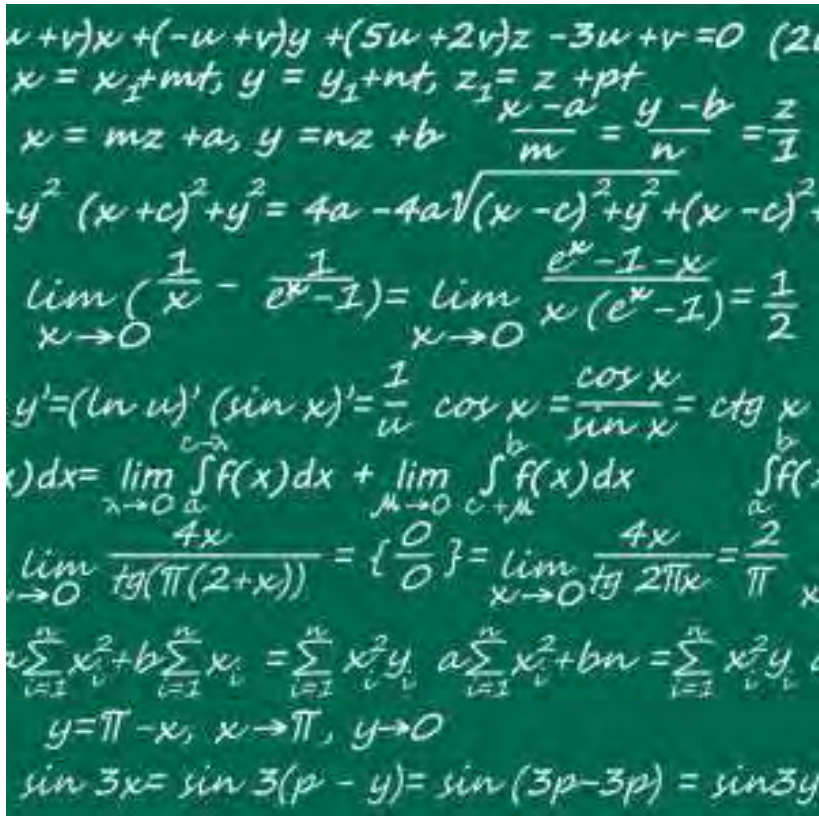
**Best Data Show These Methods, When Used Alone,
Do Not Result in Use of Innovations as Intended**

- Diffusion/ Dissemination of information
- Training
- Passing laws/ mandates/ regulations
- Providing funding/ incentives
- Organization change/ reorganization

In isolation, each of these methods produce very little measurable change (5 to 15%)

Words of Wisdom

“It’s not rocket science!”



“There are no magic bullets!”



The Science and Practice of Implementation...

- ... sits at the nexus between a number of fields of study, such as diffusion and dissemination, knowledge translation, improvement science, change management, and systems thinking, with which we are all quite familiar and draws on the “actionable” evidence across these fields to provide practical guidance for the diagnosis and analysis necessary *to promote and guide complex systems change.*



The Science and Practice of Implementation...

- ... provides an approach to manage the necessary technical aspects of change while acknowledging and embracing the complex and adaptive challenges involved in *creating and sustaining complex systems change in the fields of health, education, and social care.*



The Science and Practice of Implementation...

- ... *promotes the use of best evidence*, through the review and synthesis of relevant research, comprehensive and ongoing assessment, data analysis, small tests of change, use of feedback loops to promote continuous improvement, and evaluation.



Implementation

change systems

Adaptive
assessment
dissemination
loops promote guide
diagnosis evaluation

sustaining review guidance small tests relevant
research ongoing **Applied** thinking
actionable feedback challenges management
evidence embracing **Active**
science technical dynamics data comprehensive
practical diffusion knowledge use
continuous best **improvement**
creating synthesis **Practice** aspects
translation **analysis** **complex**

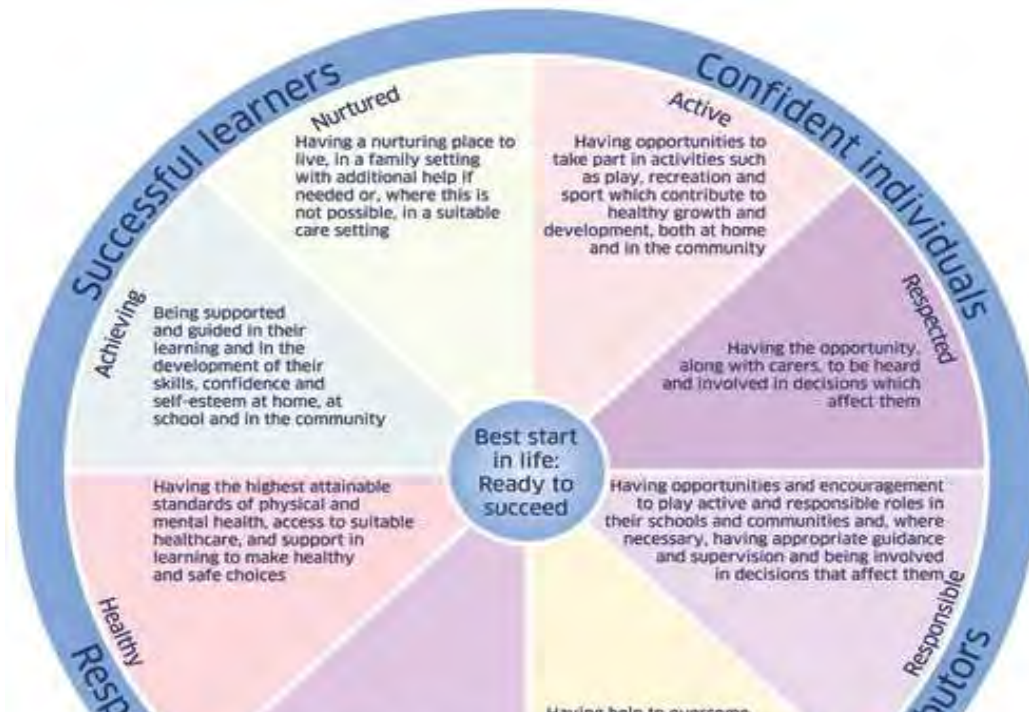


Traveling Together: What Works?



Key to Successful Implementation

The way in which a change process is conceptualized is far more fateful for success or failure than the content one seeks to implement.





Achieving the Vision

**Effective
Interventions**



**Effective
Implementation
Methods**



Enabling Contexts



**Socially
Significant
Outcomes**



Active Implementation Frameworks

- **INTERVENTIONS**

- *Well defined, effective interventions that are teachable, learnable, doable, and readily assessable*

- **STAGES**

- *Developmental implementation guidance*

- **DRIVERS**

- *Critical program and organizational supports that are needed to implement and scale-up effective practices*

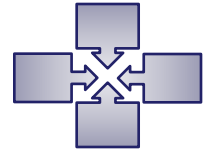
- **TEAMS**

- *The group that guides and manages the implementation and scale-up process*

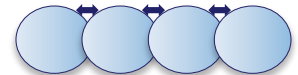
- **IMPROVEMENT CYCLES**

- *The processes that support teams and organizations efficiently to solve problems and get better*

Interventions



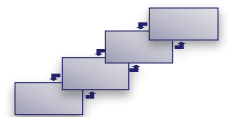
Stages



Drivers



Teams



Improvement Cycles





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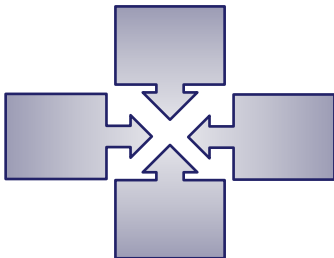
What's Your Role in GIRFEC?

...from an implementation perspective -

What are you saying and doing to achieve the desired outcomes?

How will you know if you are saying and doing it right?

Interventions





Who is saying and doing what differently to achieve the expected (or desired) GIRFEC result?

Population	Strategies	Expected Results
Young People	Something effective has to happen here...	Nurtured

Example
“Staying Put”



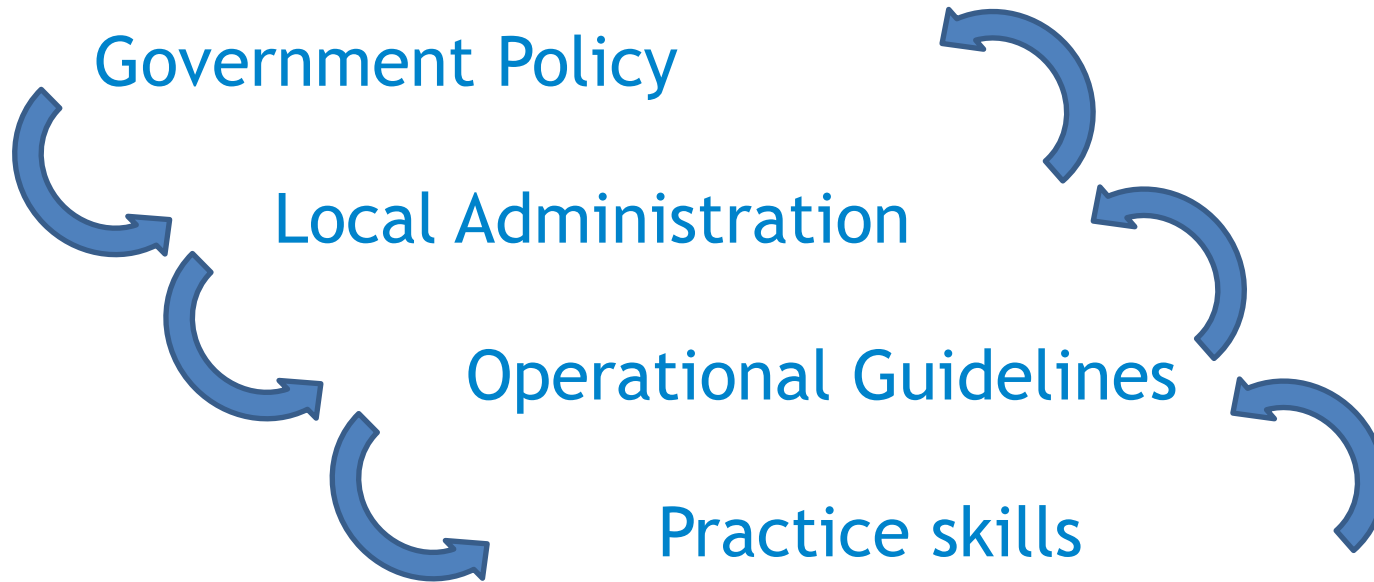
Building the Infrastructure for “Staying Put”

Population	Strategies	Expected Results
16 – 26 year old young people	Carers use “Effective Nurturing Strategies” for/with older youth	Young People are Nurtured
Carers	Social Care Workers effectively select, train, and coach Carers	Carers use Effective Nurturing Strategies
Social Care Workers	Social Care Supervisors effectively select, train, and coach Social Care Workers	Social Care Workers effectively select, train, and coach Carers
Social Care Supervisors	Effective Selection, Training, Coaching of Social Care Supervisors	Social Care Supervisors effectively select, train, and coach Social Care Workers





Building the Infrastructure for Change



“...we cannot skip links in the chain of logic and expect to achieve outcomes without the intervening steps.”

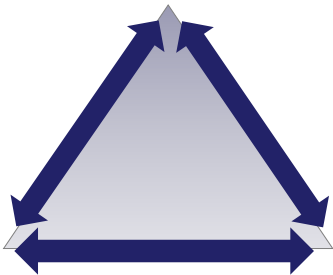
http://tapartnership.org/enterprise/docs/RESOURCE%20BANK/RB-SOC%20APPROACH,%20DEFINITION,%20HISTORY/General%20Resources/Updating_SOC_Stroul_Blaun_TAC_2010.pdf

What's Your Role in GIRFEC?

...from an implementation perspective -

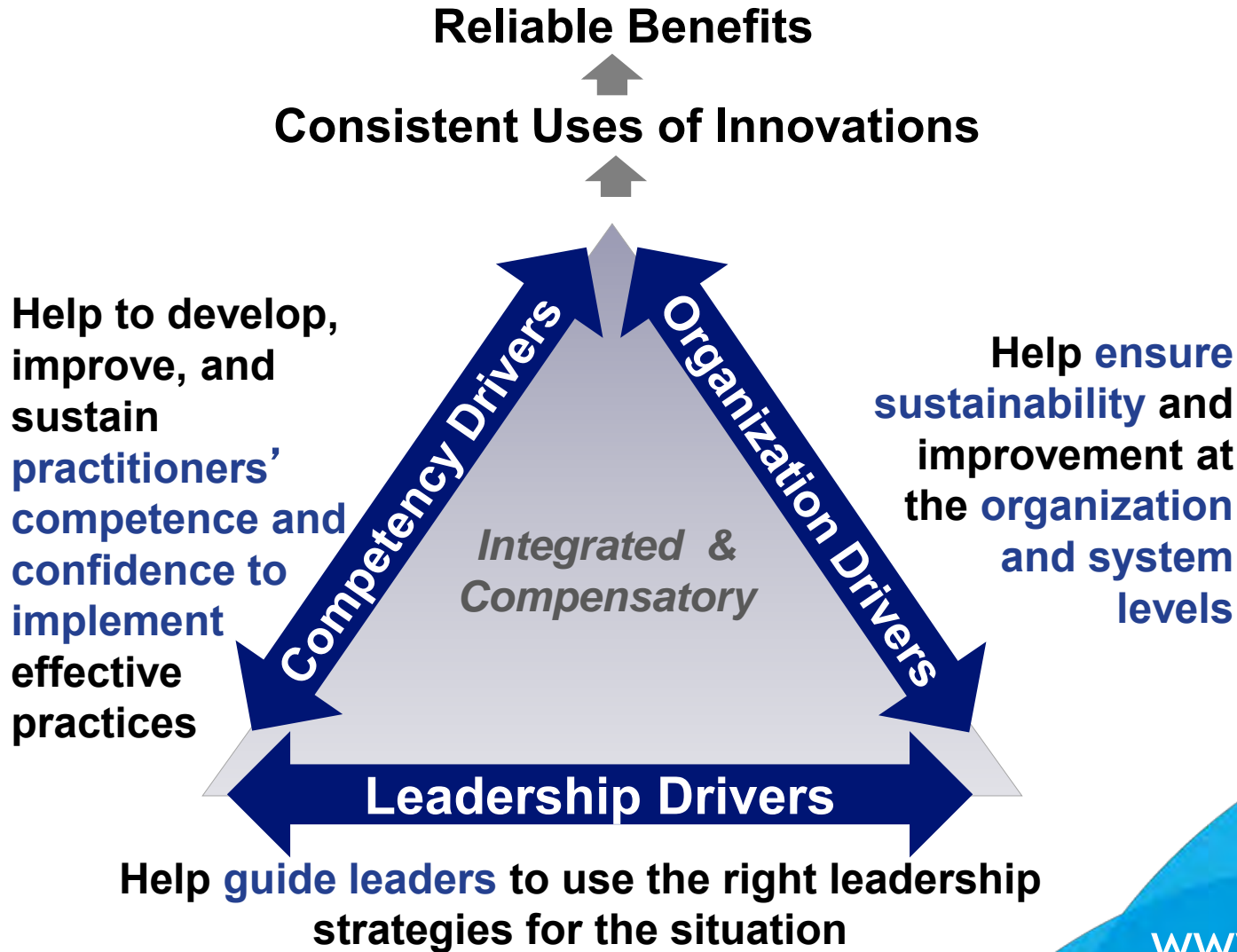
What supports will you need to say and do the things that achieve the desired outcomes?

Drivers

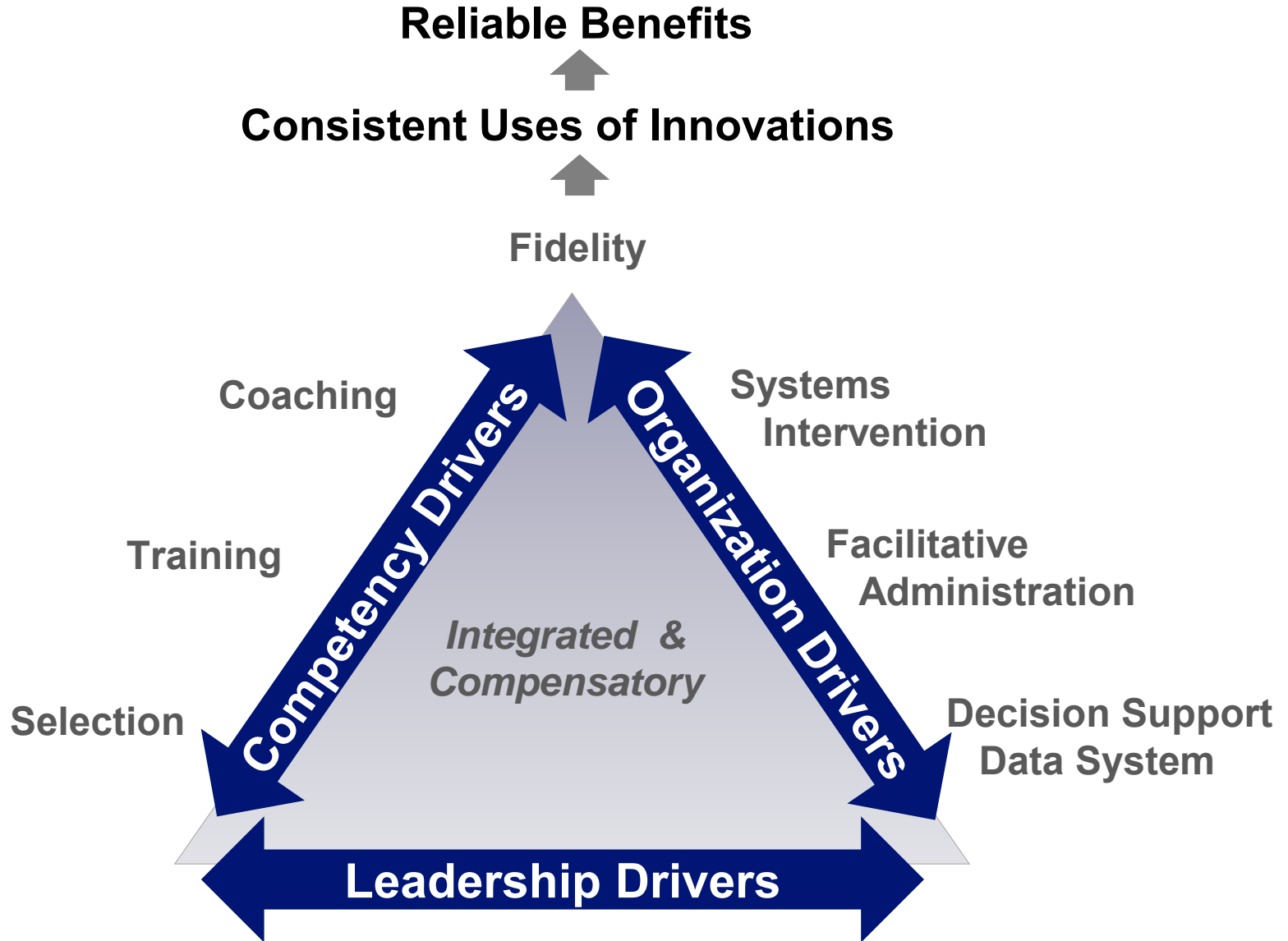




Building the Infrastructure for Change



Implementation Drivers

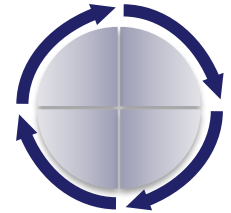


What's Your Role in GIRFEC?

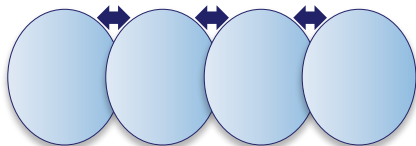
Improvement Cycles

...from an implementation perspective -

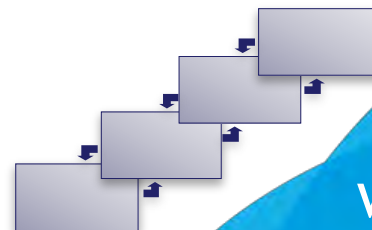
How will you help to guide the change process?



Stages

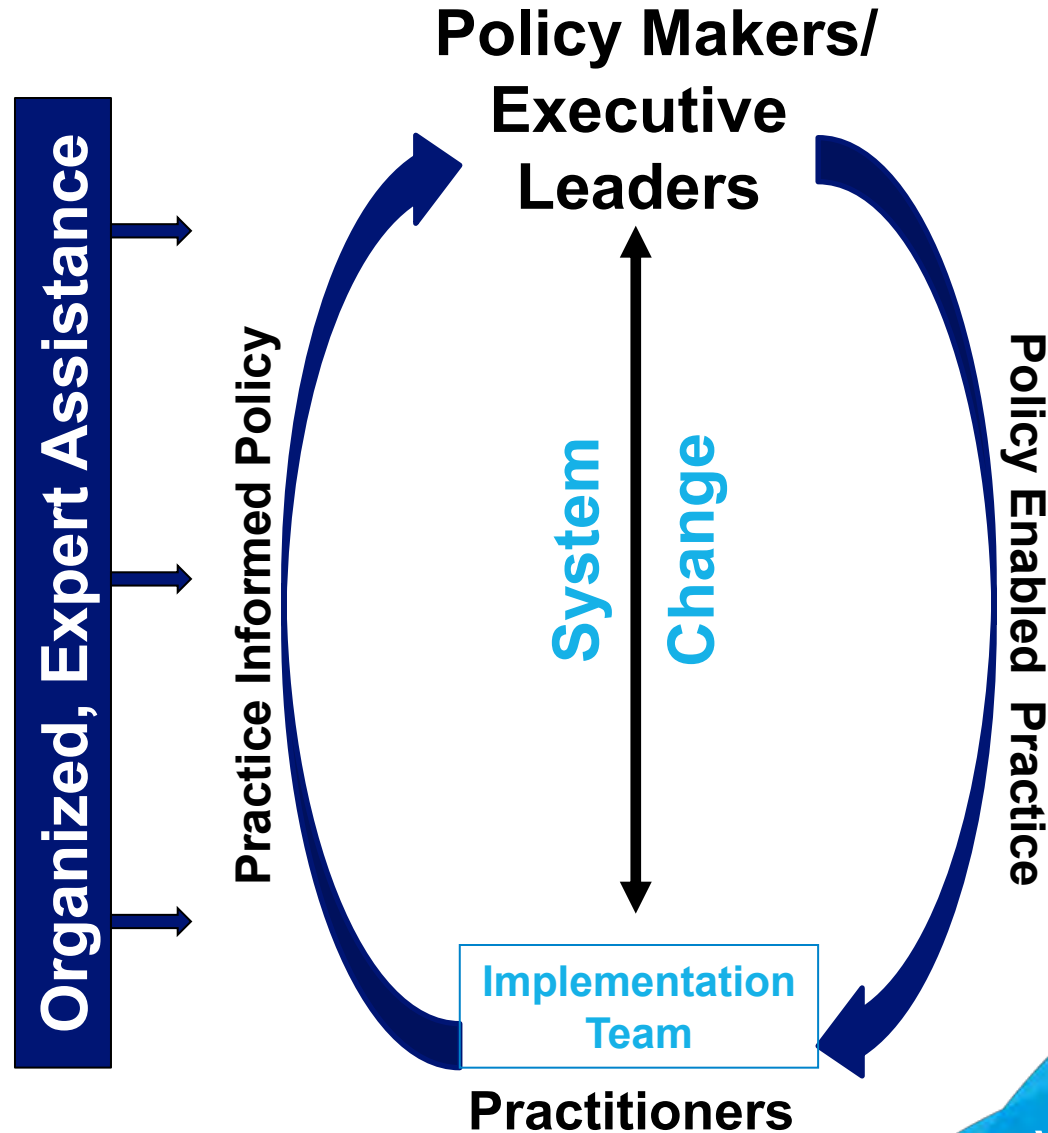


Teams



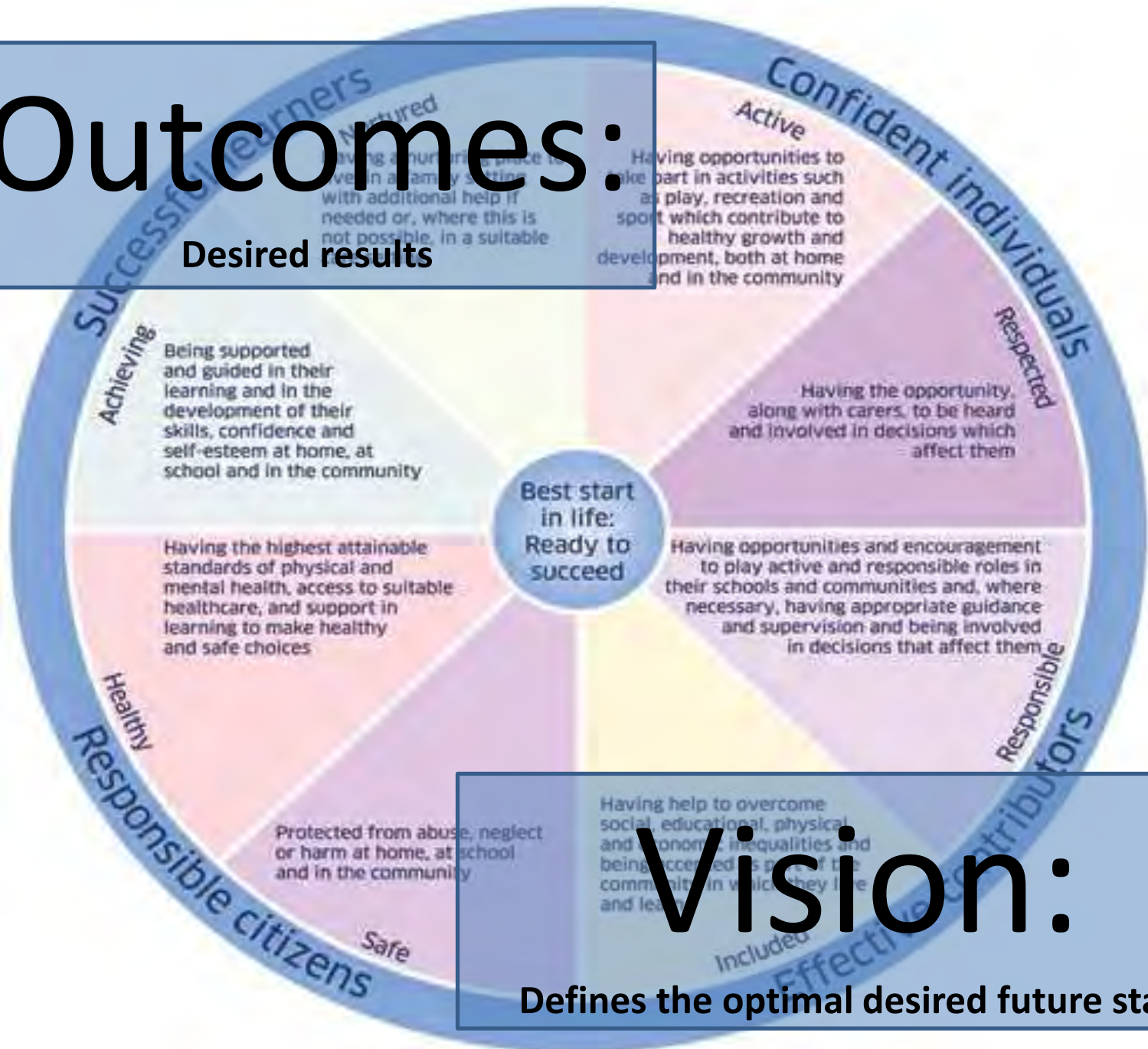


Creating an Enabling Context



Outcomes:

Desired results



Vision:

Defines the optimal desired future state



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Summary

- What are you saying and doing to achieve the desired outcomes?
- How will you know if you are saying and doing it right?
- What supports will you need to say and do the practices that achieve the desired outcomes?
- How will you help to guide the change process?



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For More Information

Melissa Van Dyke, PhD

National Expert Advisor on Implementation

CELCCIS

University of Strathclyde, Lord Hope Building, 141 St James Rd, Glasgow G4 0LT

t: 0141 444 8551 | e: melissa.van-dyke@strath.ac.uk | w: www.celccis.org

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