Implementation Science and Application to Your ORN Requests

Aimee Campbell, PhD
Columbia University Irving Medical Center

Karen Anderson Oliver, PhD
KEAO Consulting, LLC

Opioid Response Network

Working with communities.

✧ The SAMHSA-funded *Opioid Response Network (ORN)* assists states, organizations and individuals by providing the resources and technical assistance they need locally to address the opioid crisis and stimulant use.

✧ Technical assistance is available to support the evidence-based prevention, treatment and recovery of opioid use disorders and stimulant use disorders.

Working with communities.

✧ The *Opioid Response Network (ORN)* provides local, experienced consultants in prevention, treatment and recovery to communities and organizations to help address this opioid crisis and stimulant use.

✧ *ORN* accepts requests for education and training.

✧ Each state/territory has a designated team, led by a regional Technology Transfer Specialist (TTS), who is an expert in implementing evidence-based practices.

Contact the
Opioid Response Network

✧ To ask questions or submit a request for technical assistance:

- Visit www.OpioidResponseNetwork.org
- Email orn@aaap.org
- Call 401-270-5900

Objectives

➢ Define *implementation and implementation science.*

➢ Describe *science-based strategies* to successfully implement best practice opioid and other substance use disorder interventions.

➢ Identify opportunities to *employ science-based strategies and tools* as part of implementation efforts.

➢ *Apply implementation* strategies and tools to common ORN requests.

What is Implementation?

- Definition: Incorporating an evidence-based practice into routine care to improve quality of services, patient outcomes, and sustainability.

- Multi-system lens: Using a range of strategies to address individual, organizational, and systemic factors

Why is Implementation Important?

The Implementation to Practice Gap

- Takes about 17 years for research knowledge to be incorporated into practice (IOM, 2001); this has changed little in the last 2 decades

- Change is hard! About two-thirds of organizational change efforts fail (Damschroder, 2009)

- To help ORN be more effective, we want to consider the application of implementation science to our TA efforts

- Effective implementation of an evidence-based practice requires more than training; we need to also consider and attend to the organization, provider, and patient needs.

| **Effective Intervention** | X | **Ineffective or Insufficient Implementation** | = | **Inconsistent; Not Sustainable; Poor Outcomes** |

State Implementation & Scaling-up of Evidence-based Practices Center
http://sisep.fpg.unc.edu/

We have good evidence for Implementation!

- What is Implementation Science? <u>Systematic</u> study of <u>strategies</u> to promote the <u>full and effective use</u> of evidence-based practices.

- Implementation science draws upon research from public health, communications and marketing, evidence-based medicine, organizational change, among others.

- There are tested models, frameworks, strategies and tools.

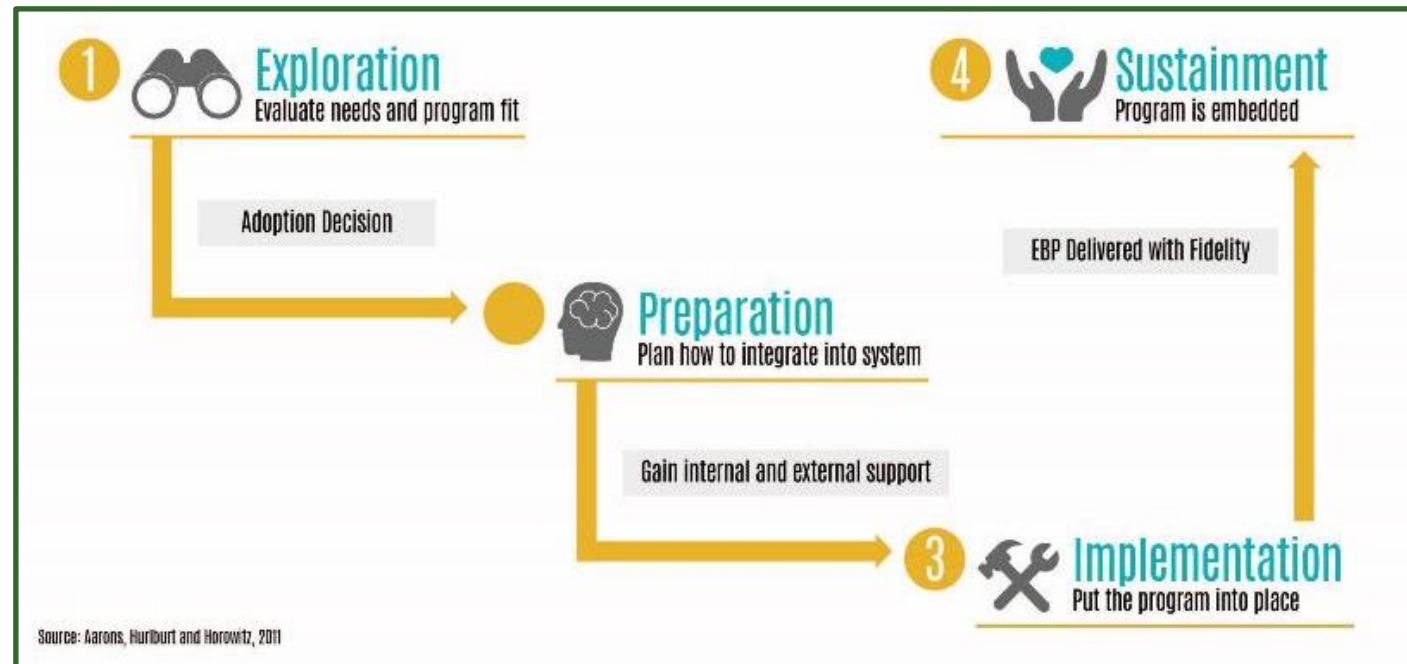Greenhalgh et al., 2004; NIRN, 2015; Eccles & Mittman, 2006

Using a systematic implementation process is key.

- Frameworks, such as **EPIS**, help us systematically guide requesters in their implementation of evidence-based practices.

- For example, the Exploration Phase of EPIS is often overlooked as organizations rush to implement something new, but this work is essential for successful roll-out and sustainability over time.

EPIS Framework:
1. **Exploration**
2. **Preparation**
3. **Implementation**
4. **Sustainment**

1 Exploration
Evaluate needs and program fit

Adoption Decision

Preparation
Plan how to integrate into system

Gain internal and external support

3 Implementation
Put the program into place

4 Sustainment
Program is embedded

EBP Delivered with Fidelity

Source: Aarons, Hurlburt and Horowitz, 2011

Aarons et al., 2011; Moullin et al., 2019

9

We have tested strategies that have been shown to work.

STRATEGY TYPE	PURPOSE FOR REQUESTERS
Plan	to gather data, select strategies, build buy-in, initiate leadership, develop relationships
Educate	to inform about the evidence-based practice (EBP) and/or implementation effort
Finance	to incentivize the use of EBPs and provide resources for training and ongoing support
Restructure	to facilitate implementation by altering staffing, professional roles, physical structures, equipment, and data systems
Quality Management	to put data systems and support networks in place to evaluate and enhance quality of care; to ensure programs and practices are delivered with fidelity
Policy Context	to encourage the promotion of programs and practices through accrediting bodies, licensing boards, and legal systems

Powell et al., 2012; 2015

One very common strategy is Implementation Facilitation

- Trained facilitators work closely with requesters during the implementation process, especially for intensive requests (consider involving an AIS)

- Support interactive problem-solving

- Provide a process through which factors that impede uptake of the evidence-based practice may be addressed

- Use evidence-based implementation tools

- Extensive literature; the VA Facilitation Manual is a good resource https://www.queri.research.va.gov/tools/implementation/Facilitation-Manual.pdf

Strategies can be linked to the implementation process

Exploration Strategies:
- Form an implementation team
- Identify the problem
- Narrow the focus
- Conduct a needs assessment (gaps and strengths)
- Identify potential solutions
- Determine program fit

EPIS Exploration, preparation, implementation and sustainment

✗ SAMHSA

1 Exploration — Evaluate needs and program fit

Adoption Decision

2 Preparation — Plan how to integrate into system

Gain internal and external support

3 Implementation — Put the program into place

EBP Delivered with Fidelity

4 Sustainment — Program is embedded

Source: Aarons, Hurlburt and Horowitz, 2011

Sustainment Strategies:
- Funding and support
- Ongoing training needs
- Monitoring the EBP is delivered as intended
- Monitoring outcomes
- Making refinements
- Support & sustain staff
- Maintain coordination with community partners and cultural practices
- Consider sustainment tools & assessments

Preparation Strategies:
- Develop an implementation checklist
- Ensure leadership buy-in
- Work with stakeholders
- Identify viable funding streams
- Develop timetables
- Provide training on stigma
- Prepare materials
- Develop community relationships for referral

Implementation Strategies:
- Set reasonable expectations
- Collect and evaluate outcomes
- Celebrate successes
- Get feedback from diverse perspectives

Aarons et al., 2011; Moullin et al., 2019

12

Examples of Implementation Tools

- Needs Assessments

- Implementation Checklists

- Integrating Medications for Addiction Treatment in Specialty Care (IMAT)

- Sustainability Action Plan

- Sustainability Measurement Tools

Needs Assessment

- Understand the context in which new practices will be integrated
- Promote team-building
- Explore current status of services

- Identify resources and strengths
- Identify gaps or barriers
- Use results to create Implementation Plan/Checklist

PCSS Implementation Needs Assessment

INSTRUCTIONS: The following grid serves as a guide to help identify areas of clinical and administrative work and workflow that are important to consider when adopting and implementing substance use disorder (SUD) screening and treatment into your healthcare organization, including medications for SUD. The purpose of the needs assessment is to identify available resources/assets, as well as potential barriers/challenges to successfully integrating SUD services within your organization. **Answering these questions may require conversations with multiple people within your organization to fully understand processes and may require some basic data gathering (e.g., previous reports, electronic health record reports). Please complete each section as completely as possible.**

Domain	Responses	Gaps, barriers, or facilitators Identified
(1) Screening		
• How does your clinic currently screen for substance use disorders (when, where, frequency)? • Describe the type of screening tool(s) used and whether they are included in the electronic medical record (EMR).		
• What happens following the identification of problem alcohol or drug use (protocol)? • Describe what happens based on the severity level of substance use disorder identified.		
(2) Patients		
• What are the demographic characteristics		

Implementation Checklist

- Can be created during the Preparation Phase
- Guides the implementation team's work
- Helps establish ownership and accountability

Strategy	Implementation Steps	Staff	Deadline
Recruitment/Staff Selection	**Implementation Team**		
	1. Finalize Implementation Team	Champion	11/11
	2. Meet every 2 weeks thru March; re-evaluate	Team	11/18
Decision Support Data Systems	**Electronic Medical Record**		
	1. Determine issues and system limits with EMR 2. What if only some items are completed? 3. Can all staff complete the screener?	Admin & IT staff	11/15 initial report
Training	**Targeted training needed for all levels of staff**		
	1. Overview for all staff 2. Addiction 101 for all staff 3. Care management for nurses on all shifts	Champion / PCSS	12/15

Integrating Medications for Addiction Treatment (IMAT)

- IMAT measures the organizational capability of an organization for integrating MOUD into primary care.

- Well tested, standardized, team-based

- 45 items, 7 dimensions
  - ❑ Infrastructure, Clinic Culture & Environment, Patient Identification & Initiating Care, Care Delivery & Treatment Response Monitoring, Care Coordination, Workforce, Staff Training & Development

- Useful to systems, organizations, and teams as a transparent, objective measure and a blueprint for measurable practice change

Chokron Garneau et al., 2021

Sustainability is Important! Action Plans can help.

Sustainability Action Plans can:

1. Identify who needs to participate
2. Review the program mission and purpose
3. Review Program Sustainability Assessment Tool results
4. Determine program elements that need to be maintained, eliminated, or adapted
5. Prioritize
6. Describe action steps

Dont Forget

Example: Action Plan Goals for MOUD Implementation

Goal	Lead	Time-frame	How will you know?	Action Item	Relevant Resources and Notes
Reduce stigma for individuals with SUD and stigma related to medications		6 months	Frequency of trainings, meetings and events	Engage clinical and non-clinical staff in training and conversation	• PCSS SUD 101 • PCSS: how do medications work • NW Portland Area Indian Health Board Brochures
Support and maintain MOUD prescribers		1 year	Document activities and retention	Offer mentoring, support workflow	• PCSS Mentoring • PCSS Discussion Forum • ECHOs
Maintain coordination with primary care, behavioral health, recovery, traditional or cultural practices		1 year	Document activities and referrals	Relationships Workflow Resource lists	• Online Recovery Resources • Telehealth Options • Wellbriety • Elder Advisors

Prevention Sustainment Measurement System Scale

- Sustainability tools help to systematically and comprehensively inform program planning

- This broad tool is based on research conducted with SAMHSA **prevention** grantees and can be used for sustainability planning, as well as inform strategic planning, with requesters

- 7 Indicators (35 questions)

    1. Funding and Financial Support
    2. Responsiveness to community needs
    3. Responsiveness to community values
    4. Coalitions Partnerships and Networks
    5. Infrastructure and Capacity to support Sustainment
    6. Implementation Leadership
    7. Evaluation, Feedback and Evidence of positive outcomes

Palinkas et al., 2020

Program Sustainability Assessment Tool (PSAT)

This is another tool that can be used to measure diverse public health programs' sustainability capacity across 8 domains (40 questions)

1. Environmental Support: Champions, leadership

2. Funding Stability, Flexibility

3. Partnerships: Community collaboration and engagement

4. Organizational Capacity: operations, systems, resources, staffing

5. Program Evaluation: Evaluation and dissemination of results

6. Program Adaptation: adapting to evidence base, environment

7. Communications: marketing, community awareness

8. Strategic Planning: plans, clear roles, and responsibilities

Luke et al., 2014; sustaintool.org/psat/

Example Questions from the PSAT:
Partnerships and Organizational Capacity

Partnerships: Cultivating connections between your program & its stakeholders

	To little or no extent					To a very great extent		Not able to answer
1. Diverse community organizations are invested in the success of the program.	1	2	3	4	5	6	7	NA
2. The program communicates with community leaders.	1	2	3	4	5	6	7	NA
3. Community leaders are involved with the program.	1	2	3	4	5	6	7	NA
4. Community members are passionately committed to the program.	1	2	3	4	5	6	7	NA
5. The community is engaged in the development of program goals.	1	2	3	4	5	6	7	NA

Organizational Capacity: Having the internal support and resources needed to effectively manage your program and its activities.

	To little or no extent					To a very great extent		Not able to answer
1. The program is well integrated into the operations of the organization.	1	2	3	4	5	6	7	NA
2. Organizational systems are in place to support the various program needs.	1	2	3	4	5	6	7	NA
3. Leadership effectively articulates the vision of the program to external partners.	1	2	3	4	5	6	7	NA
4. Leadership efficiently manages staff and other resources.	1	2	3	4	5	6	7	NA
5. The program has adequate staff to complete the program's goals.	1	2	3	4	5	6	7	NA

Utilize ORN AIS for Implementation Consultation

- Advanced Implementation Specialists (AIS) are consultants that can be called upon for TA requests that could benefit from implementation expertise and/or support, including strategic planning, implementation facilitation, partner identification and engagement, and sustainability planning.

- The ORN currently has 8 AIS with expertise in prevention, treatment, recovery, and harm reduction.

- See the AIS Team Bios for more information.

References

- Aarons GA, Hurlburt M, Horwitz SM. (2011). Advancing a conceptual model of evidence-based practice implementation in public service sectors. Adm Policy Ment Health. 38(1):4-23.
- ATTC Technology Transfer Workgroup. (2011). Research to practice in addiction treatment: Key terms and a field-driven model of technology transfer. Journal of Substance Abuse Treatment, 41(2):169-178.
- Chokron Garneau H, Hurley B, Fisher T, Newman S, Copeland M, Caton L, et al. The Integrating Medications for Addiction Treatment (IMAT) Index: a measure of capability at the organizational level. J Subst Abuse Treat. 2021;1(126):108395. https:// doi. org/ 10. 1016/j. jsat. 2021. 108395.
- Eccles MP, Mittman BS. (2006). Welcome to Implementation Science. Implement Sci. 1:1.
- Greenhalgh T, Robert G, Macfarlane F, Bate P, Kyriakidou O. (2004). Diffusion of innovations in service organizations: Systematic review and recommendations. Milbank Q. 82(4):581-629.
- Grimshaw JM, Shirran L, Thomas R, Mowatt G, Fraser C, Bero L, et al. (2001). Changing provider behavior: An overview of systematic reviews of interventions. Med Care. 39(8 Suppl):112-145.
- Luke, D. A., Calhoun, A., Robichaux, C. B., Elliott, M. B., & Moreland-Russell, S. (2014). The Program Sustainability Assessment Tool: A new instrument for public health programs. *Preventing Chronic Disease, 11*, Article 130184. https://doi.org/10.5888/pcd11.130184 PMID: 24456645; PMCID: PMC3900326.
- Moullin JC, Dickson KS, Stadnick NA, Rabin B, Aarons GA. (2019). Systematic review of the Exploration, Preparation, Implementation, Sustainment (EPIS) framework. Implement Sci. 14(1):1.

References

- Palinkas, L. A., Chou, C., Spear, S. E., Mendon, S. J., Villamar, J., & Brown, C. H. (2020). Measurement of sustainment of prevention programs and initiatives: The sustainment measurement system scale. *Implementation Science, 15*(1), 71. https://doi.org/10.1186/s13012-020-01030-x

- Powell BJ, McMillen JC, Proctor EK, Carpenter CR, Griffey RT, Bunger AC, et al. (2012). A complilation of strategies for implementing clinical innovations in health and mental health. Med Care Res Rev. 69(2):123-157.

- Powell BJ, Waltz TJ, Chinman MJ, Damschroder LJ, Smith JL, Matthieu MM, Proctor EK, Kirchner JE. (2015). A refined compilation of implementation strategies: Results from the Expert Recommendations for Implementing Change (ERIC) Project. Implementation Science. 10:21.

- Ritchie, M. J., Dollar, K. M., Miller, C. J., Smith, J. L., Oliver, K. A., Kim, B., Connolly, S. L., Woodward, E., Ochoa-Olmos, T., Day, S., Lindsay, J. A., & Kirchner, J. E. (2020). *Using implementation facilitation to improve healthcare (Version 3)*. Veterans Health Administration, Quality Enhancement Research Initiative (QUERI). https://www.queri.research.va.gov/tools/Facilitation-Manual.pdf

- Washington University in St. Louis. (n.d.). *Develop your plan*. Sustaintool.org. https://www.sustaintool.org/psat/plan-for-sustainability/#develop-an-action-plan

- Washington University in St. Louis. (2013). *Program Sustainability Assessment Tool v2*. https://sustaintool.org/wp-content/uploads/2016/12/Sustainability-ToolV2_w-scoring_12.11.13.pdf