



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Family Assistance | 330 C Street, S.W., Washington, DC 20201
www.acf.hhs.gov/ofa

August 17, 2021
2:00 – 3:00 EDT
12:00 – 1:00 MDT
11:00 – 12:00 PDT

Presenter: Jon McCay
Senior Program Analyst
Mathematica

IMPLEMENTATION SCIENCE AND LI²

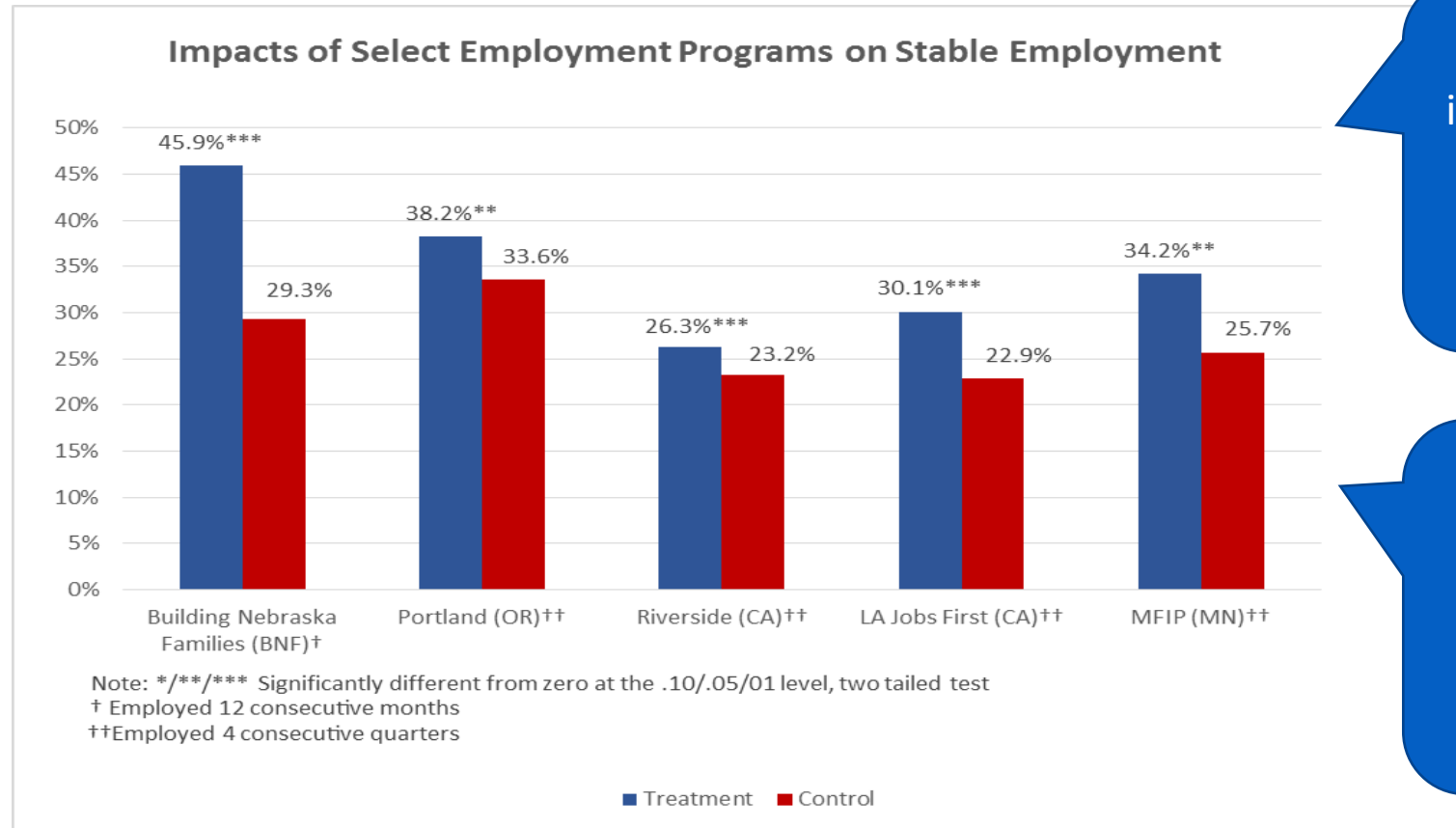
By the end of this session, participants will understand the purpose and process steps of the *Learn, Innovate, Improve* (LI²) framework and recognize key considerations from implementation science for successfully launching their TLC projects.



— Leveraging —
America's Social &
Economic Resilience

SO WHAT?

- Why should you care about **implementation science** or **LI²**?



Even among the most impactful program models, at best <50% participants showed long-term stable employment

Many programs/models that have been studied showed limited or no impacts on employment...but why?

IMPLEMENTATION IS HARD!

- In health care, **17 years** is the estimated time it takes from scientific discovery of an innovation to widespread adoption by health care professionals
- Take handwashing for example...
 - 1870s: Surgeons began hand-washing to prepare for surgery
 - 1980s: The **first** national hand hygiene guidelines were released¹
- Changing practice takes...
 - Time
 - Intentionality



¹ National Geographic. 2020. [‘Wash your hands’ was once controversial medical advice.](#)

DEFINING IMPLEMENTATION

Implementation practice

- Anytime someone is implementing anything
 - A TANF program
 - Policies
 - Process
 - Tools
- Three phases²
 1. Pre-implementation
 2. Implementation
 3. Post-implementation

**YOU
ARE
HERE**

Implementation science

- A field focused on *studying how* to conduct implementation across various settings and populations to achieve implementation outcomes³
 - Involves a research question about how to implement something with desired outcomes⁴
 - Cost
 - Feasibility
 - Fidelity
 - Sustainability

² Saldana, L. The stages of implementation completion for evidence-based practice: protocol for a mixed methods study. *Implementation Sci* 9, 43 (2014). <https://doi.org/10.1186/1748-5908-9-43>

³ National Institutes of Health. <https://prevention.nih.gov/research-priorities/dissemination-implementation>.

⁴ Proctor et al. 2011. Outcomes for Implementation Research: Conceptual Distinctions, Measurement Challenges, and Research Agenda.

FINDING YOUR BEARINGS...

Your effects as part of the TLC will be spent in these phases



Pre-implementation

- Exploring evidence/models
- Designing components
- Planning implementation
- Assessing readiness



Implementation


- Pilot testing implementation plan
- Gathering process/outcome data
- Analyzing and making sense of data
- Revising your implementation plan



Post-implementation

- Ensuring sustainability
- Scaling up or “spreading”
- Closing out

REFLECT

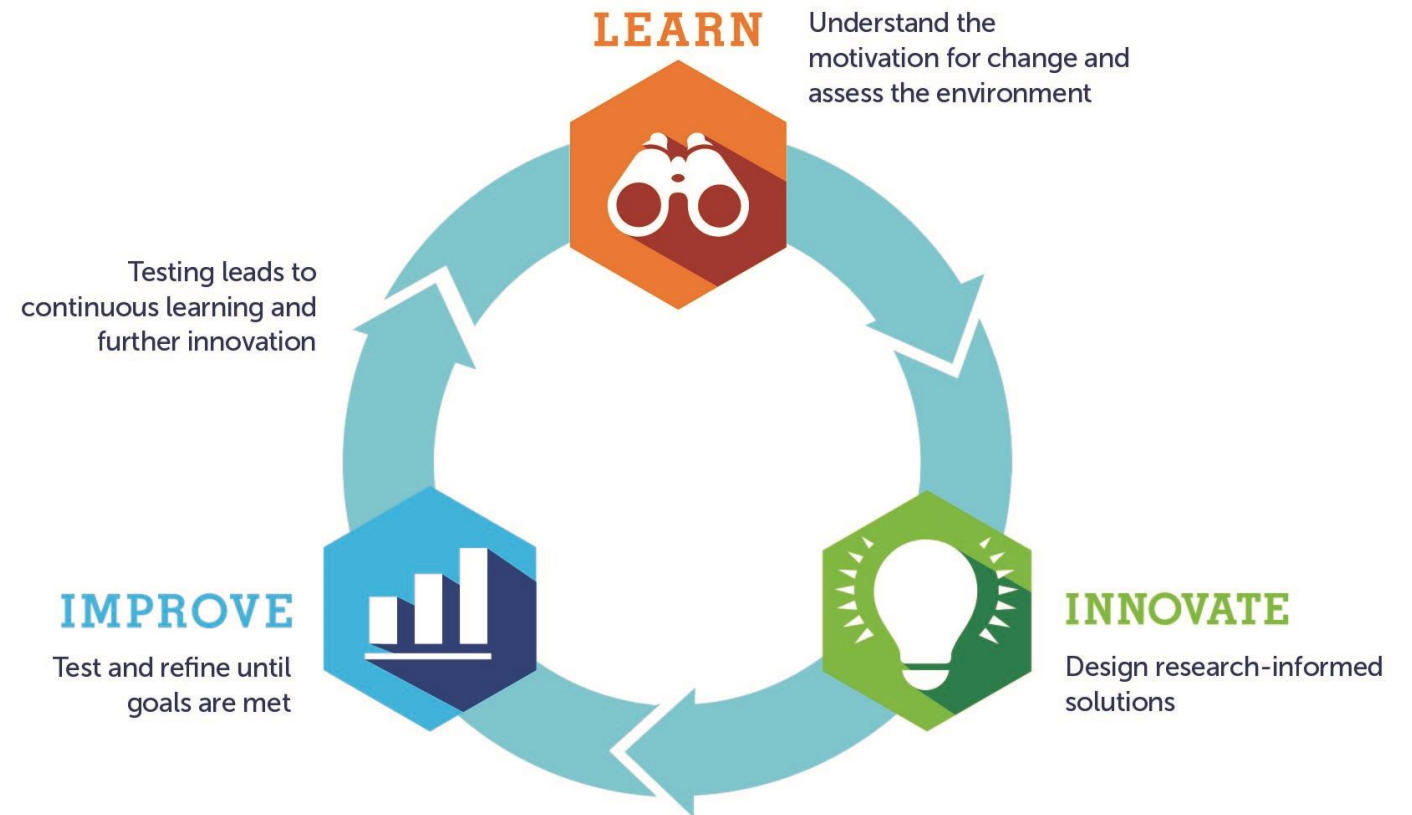


Thinking about your TLC proposal,
which phase of implementation are
you in now?

Where do you want to be in
December 2022?

“DOING” IMPLEMENTATION PRACTICE

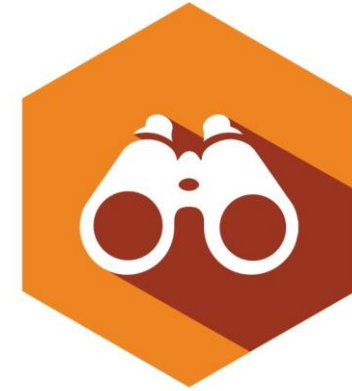
- So, *how* can you “do” implementation practice well?
 - **Framework** – how to think about it
 - **Process model** – how to do it
- This is where *Learn, Innovate, Improve* (LI²) comes into play



LEARN

Objectives

1. Identify, clarify, and prioritize your motivation for change
2. Identify and engage stakeholders
3. Assess your environment
 - Factors that will *help* and *hinder* success
 - Readiness for change



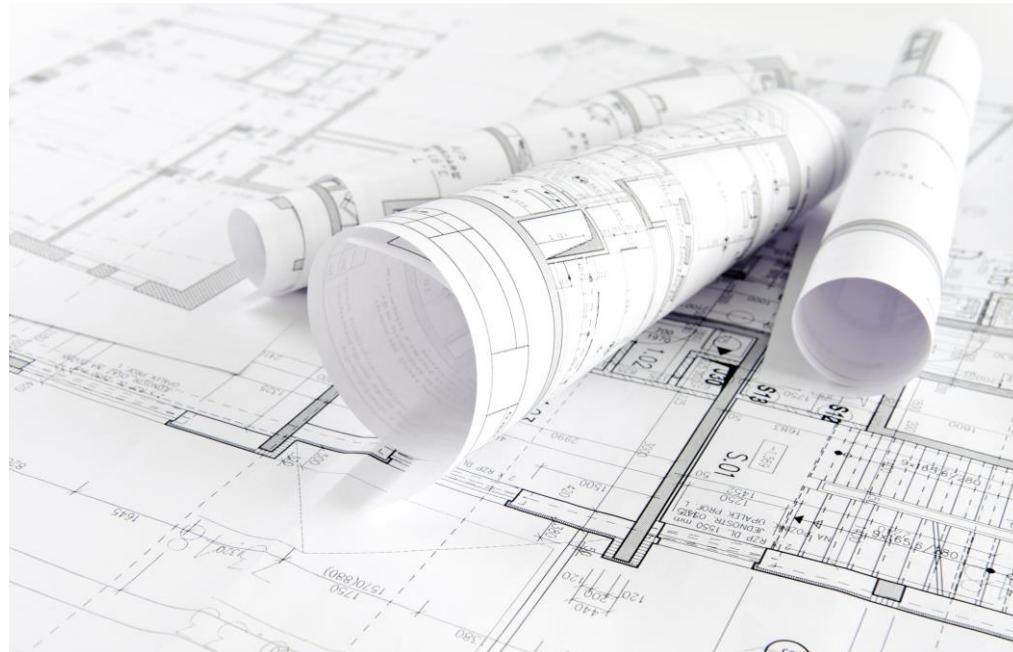
LEARN



INNOVATE

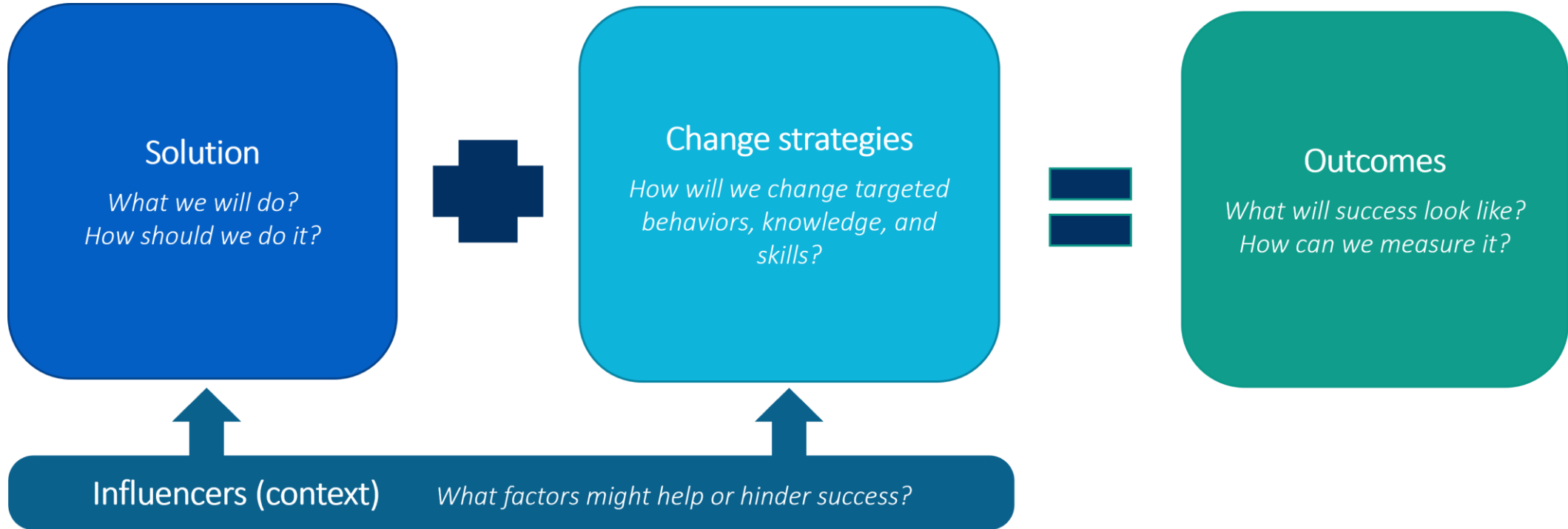
Objectives

1. Define your solution (the “what”)
2. Create strategies to implement the solution (the “how”)
3. Identify measures of success aligned with the solution



INNOVATE

ROADMAP FOR CHANGE



IMPROVE

Objectives

1. Test your implementation
2. Refine your road map and implementation plan
3. Repeat until goals are met



IMPROVE



REFLECT



What are you most curious about starting with using LI^2 ?

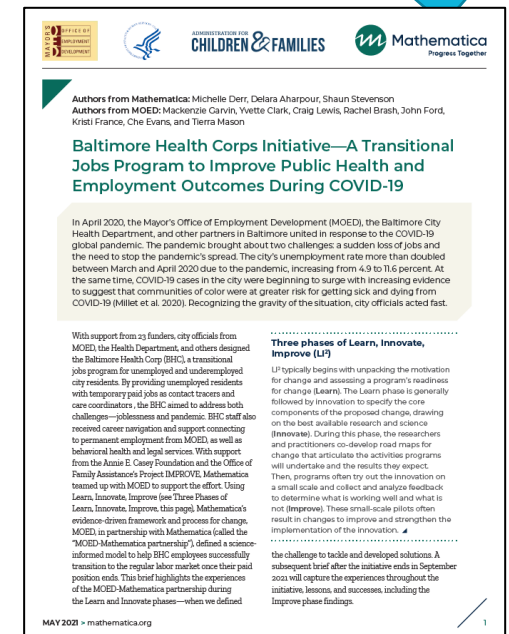
EXAMPLE: REVAMP INTAKE ASSESSMENT

- Large, urban TANF program serving thousands of families
 - Many contracted service providers
- Key challenge: Lengthy assessment (4-6 hours) that staff and participants alike described as burdensome, invasive, and unhelpful
- Learn
 - Bring together broad range of stakeholders, service delivery leaders
 - Pinpoint areas for change
- Innovate
 - Redesign the assessment approach (motivational rather than informational)
- Improve – road test
 - 200+ staff surveys and 150+ participant surveys in 6 weeks

EXAMPLE: TRANSITIONAL JOBS PROGRAM

- Baltimore Health Corps
 - 303 individuals hired as COVID-19 contract tracers earning \$16.83/hour + health insurance stipend
 - Began in Aug. 2020
 - Designed to last 8 months; extended through Sept. 2021
 - Training and employment services to support transition
- Learn
 - Agency preparedness to operate the program
- Innovate
 - Defined and refined core components:
 - Clearly defined roles
 - Career navigation structures (groups and one-on-one)
 - Structured process to set and review employment goals
 - Service mapping

Check out the
case study brief!



EXAMPLE: FULL PROGRAM REDESIGN

- Northeastern state-administered TANF program
 - Motivation for change: Modernize the system!
- Learn
 - State leadership planning
 - Engage districts – urban and rural
- Innovate and Improve
 - Starting with assessment component; road test
 - Future components:
 - Change MIS
 - Coaching model
 - Redefine roles (eligibility, case management, engagement specialists)
 - Update service activities and offerings