



Understanding the Capacity and Role of Evidence-Based Program Developers in Real-World Implementation

Sandra F. Naoom, MSPH

**Dean L. Fixsen, Ph.D. Karen A. Blase, Ph.D.,
Tracy-Ann Gilbert Smith MA, and
Frances Wallace, MPH**

USF
UNIVERSITY OF
SOUTH FLORIDA

 **nirn** National
Implementation
Research Network

Louis de la Parte Florida Mental Health Institute

A Little Known Fact

Selecting an evidence-based program or practice is one thing;

Implementing that evidence-based program/practice is quite another thing.

Research Questions

- 1) What are the roles of program developers in the implementation of their evidence-based programs and practices at new sites?
- 2) What is the capacity of program developers to help others adopt and implement their evidence-based program at new sites?

Sampling Strategy

Database of evidence-based programs and practices.

Randomly selected EBPs from national registries.

Registry used some criteria for classifying program as evidence-based.

Research Design and Methods

Development of Interview Guide

Research advisory panel

Implementation advisory panel

Conducted Telephone Interviews

Structured Interview Guide

Data Analysis

Interviews transcribed; entered into *Atlas.ti*

A priori, Open, & Axial Coding

Coding Team

Inter-rater reliability

Preliminary Results

Program Developer/Purveyor
Group

Implementation Strategy

Roles & Responsibilities

Current & Future Capacity

Program Developer / Purveyors

All program developers are not “equal”.

Researchers, program developers, and purveyors are not necessarily the same.

Active purveying is an evolutionary process.

When Program Developers become Purveyors...

*“I went to the University, I know it was a very interesting path because they really at first didn’t know what to do with me because most of the things like they are much more hard science like, that can get patented and just put out there, so I worked really hard with a number of people at the University.....so we spun out and formed a company, which is in partnership with the University, so I left the University and managed the company and managed the growth of the program...It took a lot to make that happen and **it would have been very easy to have just left it and gone on to some other project but we didn’t want to do that because in my heart and soul I really think we have something going there and we are making a difference”.***

Implementation Strategies

Provision of materials

Training and technical assistance

Turn over to publishing companies

Develop a 'purveyor' group

Roles and Responsibilities

When it comes to implementation, how do program developers perceive the roles and responsibilities of:

Program developers/ purveyors?

Adopting agency?

Degree of Responsibility

This next question concerns the degree to which you/your group helps others make use of your program. I will read four options then you can tell me which option best describes what your group does.

A) You/We do what we can by telephone and email but it is up to the users of our program to contact us to help solve problems as they try to put the program/practice in place.

B) You/We do what we can by telephone and email and when problems arise we will make a site visit and help connect the users of our program with resources that might help them.

C) You/We spend a lot of time with the users of our program to coach them on-site and actively help solve implementation problems.

D) You/We will do whatever it takes to help them be successful. Their success is our success; their failures are our failures.

Degree of Responsibility

Degree Characterization:

A's-Reactive

“so it is pretty much up to the individual agencies to contact us for help”

D's-Proactive

Intent as D, but practice falling between A and C.

Degree of Responsibility

Creating Overdependence

“It is probably B, we certainly will try to give them minimally sufficient assistance so that they don’t become dependent on us but they are able to solve the problems, so really D sounds like to me, do whatever you can, that can create an overdependence, it is the same thing when we work with parents, you could be available every time an issue comes up with their child or you can teach them skills that they can then generalize so that they don’t have to constantly be seeking help. So we tend to try to keep the dependence down even with organizations.”

Primary Responsibilities

Researchers & Program Developers

Responsibilities limited to:

Material dissemination, presentations and publications, and training.

Purveyors

Responsibilities ranged from:

Program development, training, technical assistance, evaluation (fidelity and/or outcome), development of data systems, certification of staff, and establishment of communities of practice.

Capacity Assessment

Assessment procedures:

Informal telephone conversations

Application/Readiness Checklist

Lack of a formal assessment process in many cases.

“we leave it up to the organizations themselves... to make an assessment of the utility, viability and replicability of the program”.

Current Capacity

What it would take for them to triple the number of sites or practitioners they work with?

Non-profits: greater awareness and marketing, better funding for implementation sites.

For profits: greater funding for implementation sites, more trainers, TOT's, increased capacity building and infrastructure development, regional set-ups, and overhaul of internal systems.

Future Capacity

Would you develop ten times more implementation sites and practitioners if the resources were available?

Willing, but cautious

Current demand greater than supply

“the current penetration rate of even the most successful interventions rarely exceeds 1% of the target population”.

Ginexi & Hilton, 2006

Possible Implications

Communities and agencies need to understand program developer's view of their roles & responsibilities and therefore what providers and communities will need to do to “fill in the blanks”.

Currently structural and funding mechanisms for the work of purveyors is “catch as catch can”.

Possible Implications

The transition of program developers to purveyors is grounded in “the school of hard knocks”.

Demand generally exceeds supply, yet EBPs are being mandated by states, and by the federal government. Who will help?



For More Information

Sandra F. Naoom

13301 Bruce B. Downs Blvd.,

MHC 2312

Tampa, FL 33612

snaoom@fmhi.usf.edu

National Implementation Research Network

<http://nirn.fmhi.usf.edu>



Awareness and Marketing cont'd

Awareness of EBP created through:

Presentations and Publications

Word of mouth

National registries

Role of National Registries in EBP marketing:

Assessing fit?

Competition and it's unintended consequences?

Awareness and Marketing

Less than half reported actively marketing their evidence-based programs.

Due to:

Limited Resources

Demand

"we have been trying to just keep up"

Salesman Role

"letting nature take its course has kept us extremely busy, but we have thought about this a good bit, but the challenge around that comes in that if you begin to openly market, particularly in our situation, that people see us, we are not just a purveyor of something that they want, but when you start going into active overt marketing, you become a door to door salesman and what we are finding is that people who are not receptive to begin with do not respond very well to cold calls and things like that..."

Awareness and Marketing

“The truth of the matter is that there is an agency called NREPP... they had what they called promising programs and mine is a promising program because my research was done in the 70s & 80s before the current criteria and now they are changing them again, they were done according to different criteria, so it got promising instead of model and the model program are the ones that get the most calls. So what would it take to triple would be to get my program to be a model program”.