



# Increasing Capacity for Implementation & Ensuring Cultural Competency

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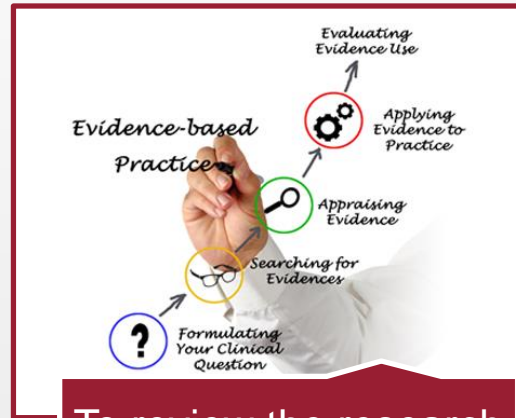


# Today's Objectives

*To increase your capacity for high quality program implementation, while ensuring cultural competency.*



To network and learn from one another.



To review the research & provide tools.



To explore how to apply this to practice.



# Introductions

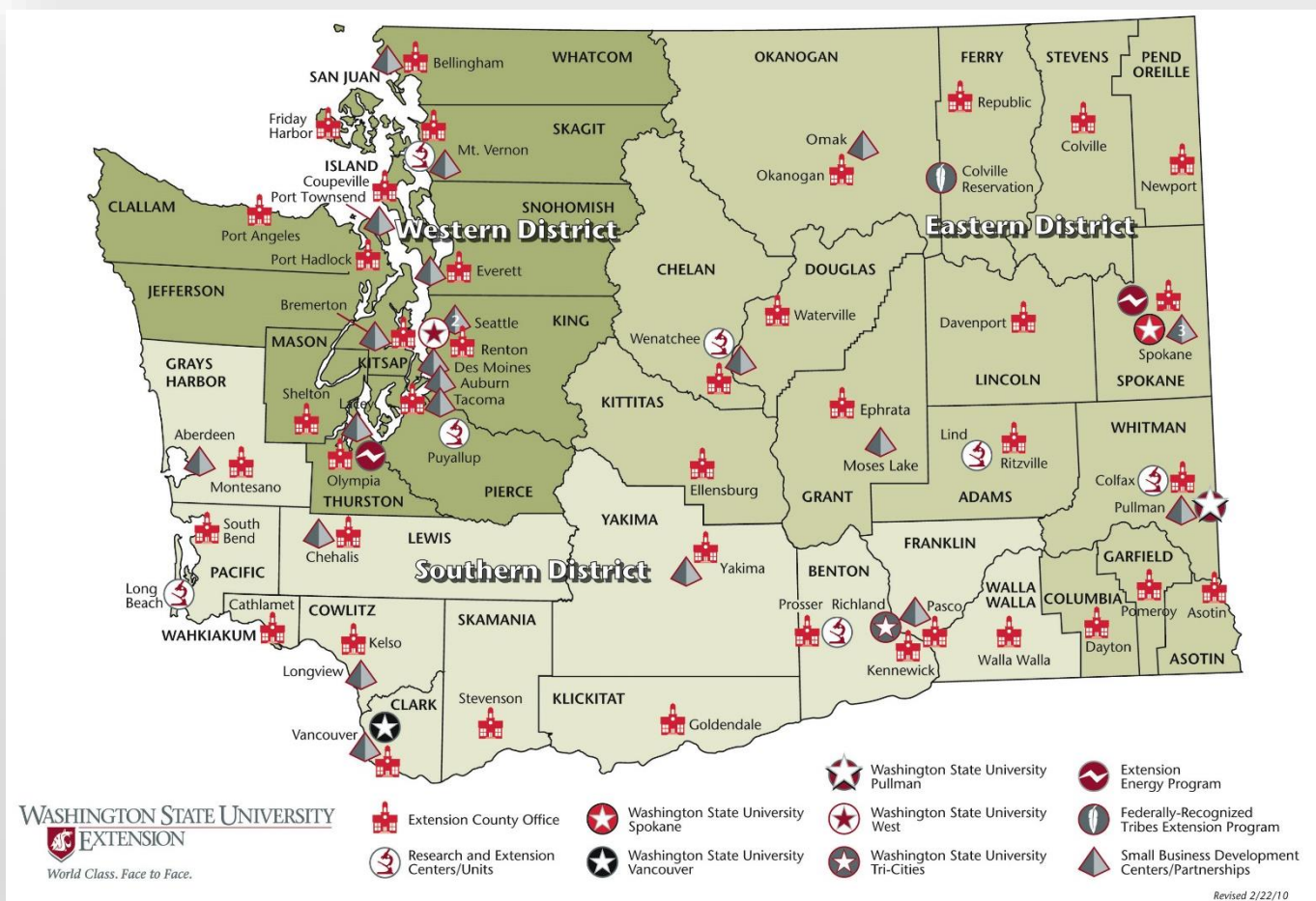
*Who is here and what can we learn from one another?*





# Who are we?

We are translational researchers from the *Prevention Science* and *Extension* programs at WSU.



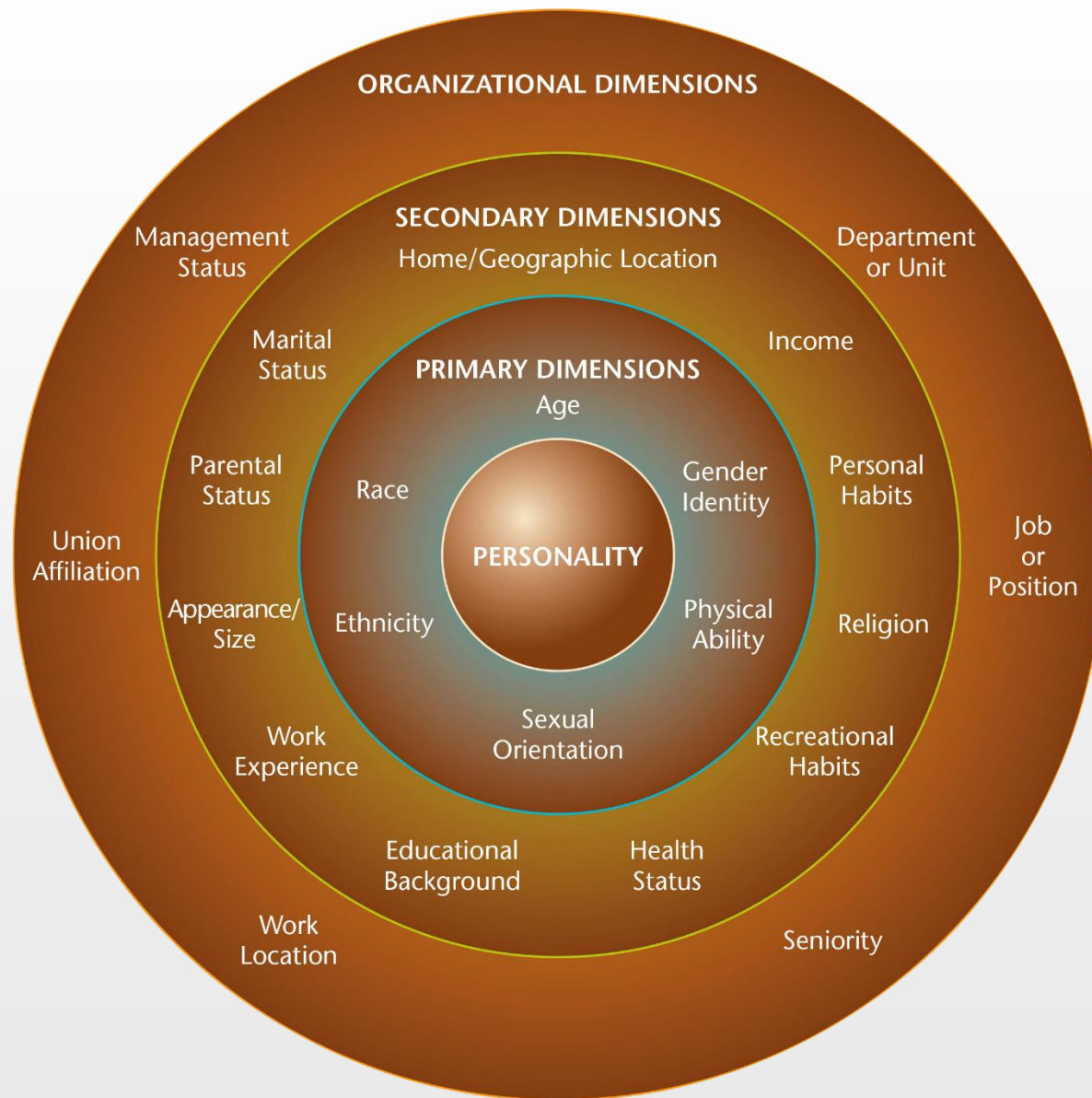


# Impromptu Networking

- **Goal:** Get to know your colleagues & to put the objectives of this workshop into your context.
- **The Questions:**
  - 1) What role do you play in program implementation?
  - 2) What do you hope to learn at this workshop?
- **The Structure:**
  - Introduce yourself to someone new, respond to the questions (2 mins per person).
  - When you hear the bell, introduce yourself to one more person and repeat.

Activity modified from *Liberating Structures*:

<http://www.liberatingstructures.com/2-impromptu-networking/>





## Instructions for Diversity Wheel Activity:

1. Choose one dimension from the wheel to focus on for this activity. Identify how it influences your life. How is this dimension different from people you encounter in your daily life?
2. What strengths or advantages does this difference bring to your work as a coalition coordinator?
3. In what ways does this difference present challenges or barriers to your work?
4. Think about strategies you have used to reduce barriers or capitalize on strengths for the difference you identified.

**ONE-TWO-FOUR-ALL**



# The Research

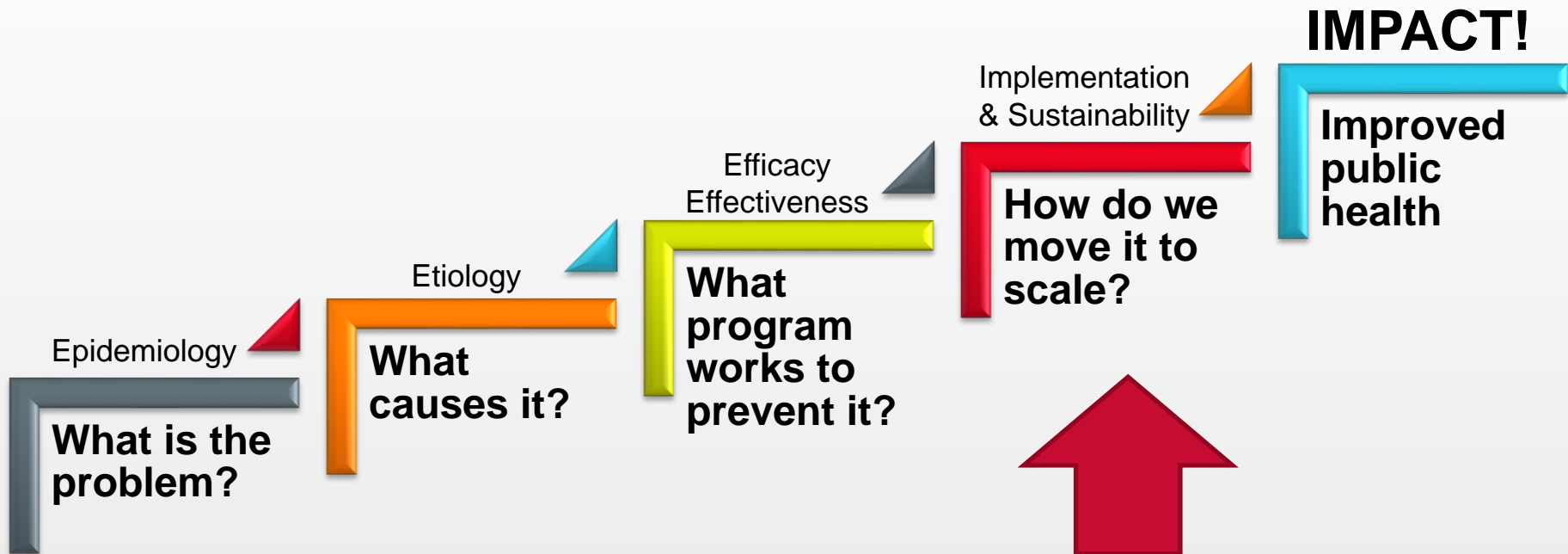
*What does the latest research on program implementation and adaptation tell us?*







# The Big Picture



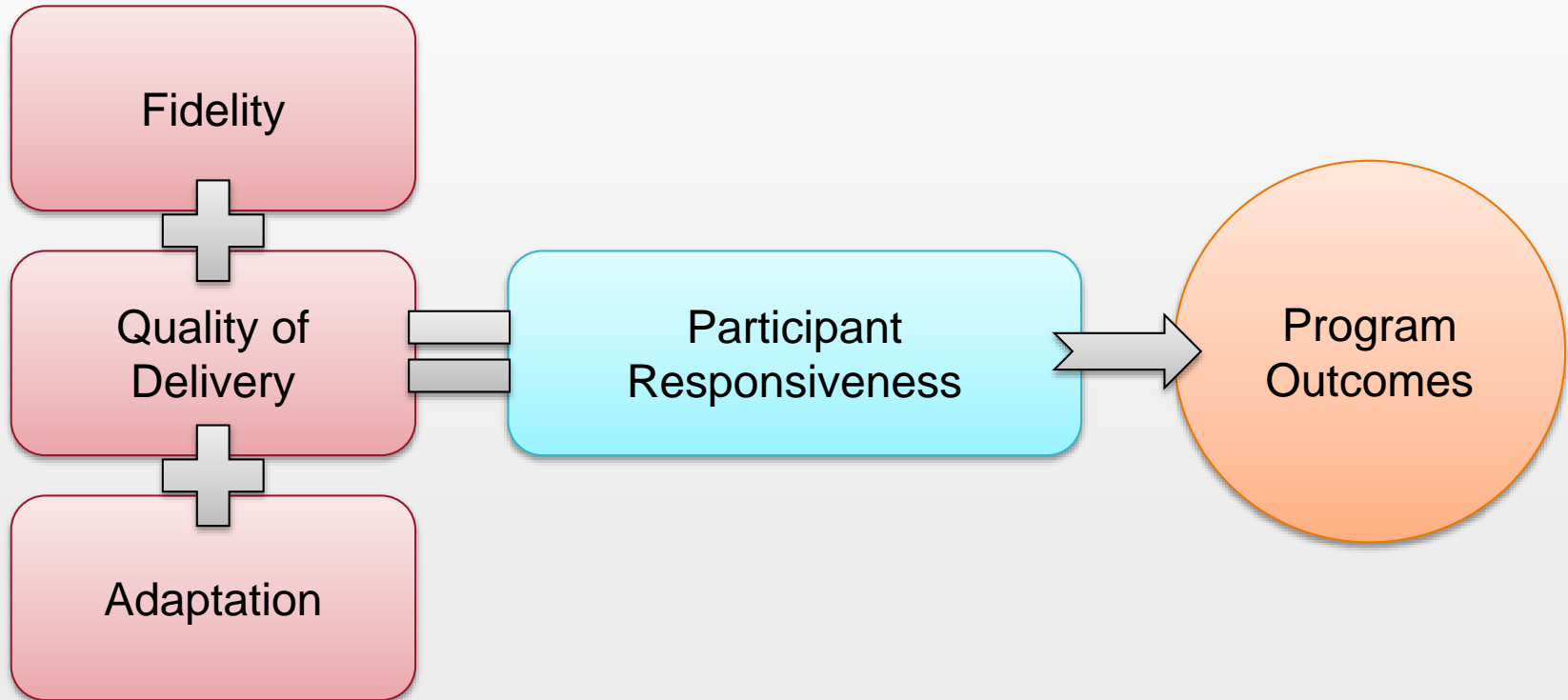


## Implementation Quality: Key Components

- **Quality of delivery**
  - How well program is conveyed to participants
- **Participant responsiveness**
  - Extent to which participants are engaged
- **Fidelity (adherence)**
  - Degree to which program is delivered as designed
- **Adaptation**
  - Any change to above (addition, deletion, modification)



## Implementation Quality: The Theory





# The Cake Metaphor



Remember... **Betty Crocker FROSTING!**

*Allergy Note: This product contains wheat and milk ingredients.*

**You will need:**

- 1 1/4 Cups Water
- 1/5 Cup Vegetable Oil
- 3 Eggs\*

- Heat** oven to **350°F** for shiny metal or glass pan or **325°F** for dark or nonstick pan. **Grease bottom only** of 13"x9" pan or bottom and sides of all other pans (use paper baking cups for cupcakes).
- Beat** cake mix, water, oil and eggs in large bowl on **low speed 30 seconds**, then on **medium speed 2 minutes**, scraping bowl occasionally. **Pour** into pan.
- Bake** as directed below or until **toothpick** inserted in center comes out clean. **Cool 10 minutes** before removing from pan. **Cool completely** before frosting.

| Pan Size                 | 13"x9" | Two 8" Rounds | Two 9" Rounds | 24 Cupcakes (2/3 full) | 12-Cup Fluted Tube (Round) |
|--------------------------|--------|---------------|---------------|------------------------|----------------------------|
| Bake Time (in minutes)** | 29-34  | 29-34         | 24-29         | 17-22                  | 39-44                      |

\*\*If using dark or nonstick pan, lengthen bake time 5-5 minutes.  
 HIGH ALTITUDE (3500-6500 ft): No change.  
 \*NO-CHOLESTEROL RECIPE: Please visit [www.BettyCrocker.com/NoCholesterolCake](http://www.BettyCrocker.com/NoCholesterolCake)

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**Betty Crocker**

### Strawberry Yogurt Cake

*Strawberries & yogurt combine to make this refreshing treat!*

- 1 box Betty Crocker® SuperMoist® golden vanilla cake mix
- 1 container (6 oz) Topland® Original 99% Fat Free strawberry yogurt
- 1/2 cup water
- 1/2 cup vegetable oil
- 3 egg whites
- 1 quart (1 cup) strawberries
- 1 container Betty Crocker® Whipped vanilla frosting

- Beat oven to 350°F (325°F for dark or nonstick pans). Preheat oven with floor, two 8-inch or 9-inch round pans. In large bowl, beat dry cake mix, water, oil, egg whites and yogurt on low speed 30 seconds; beat on medium speed 2 minutes. Pour into pans.
- Bake 8-inch rounds 26 to 30 minutes, 9-inch rounds 22 to 26 minutes, or until toothpick inserted in center comes out clean. Cool 10 minutes. Run knife around sides of pans to loosen cakes, remove from pans to cooling rack. Cool completely, about 1 hour.
- Place 1 cake layer, rounded side down, on serving plate. Spread 1/2 cup frosting over layer to within 1/2 inch of edge. Cut about 10 strawberries into 1/4-inch slices, arrange on frosted layer. Top with second layer, rounded side up. Frost side and top of cake with remaining frosting. Cut remaining strawberries in half, arrange on top of cake. Store loosely covered in refrigerator. 12 servings

High altitude (3500-6500 ft): Bake 8-inch rounds 28-32 min, 9-inch rounds 24-28 min.  
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# The Fidelity Argument

- Best not to tinker with a proven-effective program.
- If making changes, cannot be assured to achieve same positive outcomes.
- Should take advantage of researchers' / program developers' expertise.

Remember...  
**Betty Crocker**  
**FROSTING!**

**Allergy Note:** This product contains wheat and milk ingredients.

**You will need:**

- 1 1/4 Cups Water
- 1/5 Cup Vegetable Oil
- 3 Eggs\*

1 **Heat** oven to **350°F** for shiny metal or glass pan or **325°F** for dark or nonstick pan. **Grease bottom only** of 13"x9" pan or bottom and sides of all other pans (use paper baking cups for cupcakes).

2 **Beat** cake mix, water, oil and eggs in large bowl on **low speed 30 seconds**, then on **medium speed 2 minutes**, scraping bowl occasionally. **Pour** into pan.

3 **Bake** as directed below or until **toothpick** inserted in center comes out clean. **Cool 10 minutes** before removing from pan. **Cool completely** before frosting.

| Pan Size                 | 13"x9" | Two 8" Rounds | Two 9" Rounds | 24 Cupcakes (1/2 full) | 12-Cup Fluted Tube (bundt) |
|--------------------------|--------|---------------|---------------|------------------------|----------------------------|
| Bake Time (in minutes)** | 29-34  | 29-34         | 24-29         | 17-22                  | 59-44                      |

\*\*If using dark or nonstick pan, lengthen bake time 3-5 minutes.  
HIGH ALTITUDE (3500-6500 ft): No change.  
\*NO-CHOLESTEROL RECIPE: Please visit [www.BettyCrocker.com/NoCholesterolCake](http://www.BettyCrocker.com/NoCholesterolCake)

### Strawberry Yogurt Cake

*Strawberries & yogurt combine to make this refreshing treat!*

1 box Betty Crocker® SuperMoist® plain vanilla cake mix | 1 container (6 oz) Tropicana® Original 8% Fat Free strawberries yogurt  
1/2 cup water | strawberries yogurt  
1/3 cup vegetable oil | 1 container Betty Crocker® Whipped vanilla frosting  
3 egg whites | 1 quart (1 cup) strawberries

1. Heat oven to 350°F (325°F for dark or nonstick pans). Generously grease and lightly flour, or spray with baking spray with flour, two 9-inch or 9 1/2-inch round pans. In large bowl, beat dry cake mix, water, oil, egg whites and yogurt on low speed 30 seconds; beat on medium speed 2 minutes. Pour into pans.
2. Bake 9-inch rounds 26 to 30 minutes, 9 1/2-inch rounds 22 to 26 minutes, or until toothpick inserted in center comes out clean. Cool 10 minutes. Run knife around sides of pans to loosen cakes; remove from pans so cooling rack. Cool completely, about 1 hour.
3. Place 1 cake layer, rounded side down, on serving plate. Spread 1/2 cup frosting over layer to within 1/4 inch of edge. Cut about 10 strawberries into 1/4-inch slices; arrange on frosted layer. Top with second layer, rounded side up. Frost side and top of cake with remaining frosting. Cut remaining strawberries in half; arrange on top of cake. Store loosely covered in refrigerator. 12 servings.

1 cup 1/2 ounce (28.35 g) strawberries. Bake 9-inch rounds 26-30 min, 9 1/2-inch rounds 22-26 min.  
Betty Crocker is a registered trademark of YUM! Brands International LLC (YUM!).  
© 2008 General Mills



# The Adaptation Argument

Remember... Betty Crocker FROSTING!

*You will need:*

*Allergy Note: This product contains wheat and milk ingredients.*

1 1/4 Cups Water      1/3 Cup Vegetable Oil      3 Eggs\*

**1 Heat** oven to 350°F for shiny metal or glass pan or 325°F for dark or nonstick pan. Grease bottom only of 13"x9" pan or bottom and sides of all other pans (use paper baking cups for cupcakes).

**2 Beat** cake mix, water, oil and eggs in large bowl on low speed 30 seconds, then on medium speed 2 minutes, scraping bowl occasionally. Pour into pan.

**3 Bake** as directed below or until toothpick inserted in center comes out clean. Cool 10 minutes before removing from pan. Cool completely before frosting.

| Pan Size                 | 13"x9" | Two 8" Rounds | Two 9" Rounds | 24 Cupcakes (5/8 full) | 12-Cup Fluted Tube (bundt) |
|--------------------------|--------|---------------|---------------|------------------------|----------------------------|
| Bake Time (in minutes)** | 29-34  | 29-34         | 24-29         | 17-22                  | 59-44                      |

\*\*If using dark or nonstick pan, lengthen bake time 5-5 minutes.  
 HIGH ALTITUDE (3500-6500 ft): No change.  
 \*NO-CHOLESTEROL RECIPE: Please visit [www.BettyCrocker.com/NoCholesterolCake](http://www.BettyCrocker.com/NoCholesterolCake)

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**Strawberry Yogurt Cake**  
*Strawberries & yogurt combine to make this refreshing treat!*

1 box Betty Crocker® SuperMoist® golden vanilla cake mix      1 container (6 oz) Yogurt® Original 99% Fat Free strawberry yogurt  
 1/3 cup water      1 quart (1 1/2 cups) strawberries  
 1/3 cup vegetable oil      1 container Betty Crocker® Whipped vanilla frosting  
 3 egg whites      1 quart (1 1/2 cups) strawberries

1. Heat oven to 350°F (325°F for dark or nonstick pans). Generously grease and lightly flour, or spray with baking spray with flour, two 8-inch or 9-inch round pans. In large bowl, beat dry cake mix, water, oil, egg whites and yogurt on low speed 30 seconds; beat on medium speed 2 minutes. Pour into pans.

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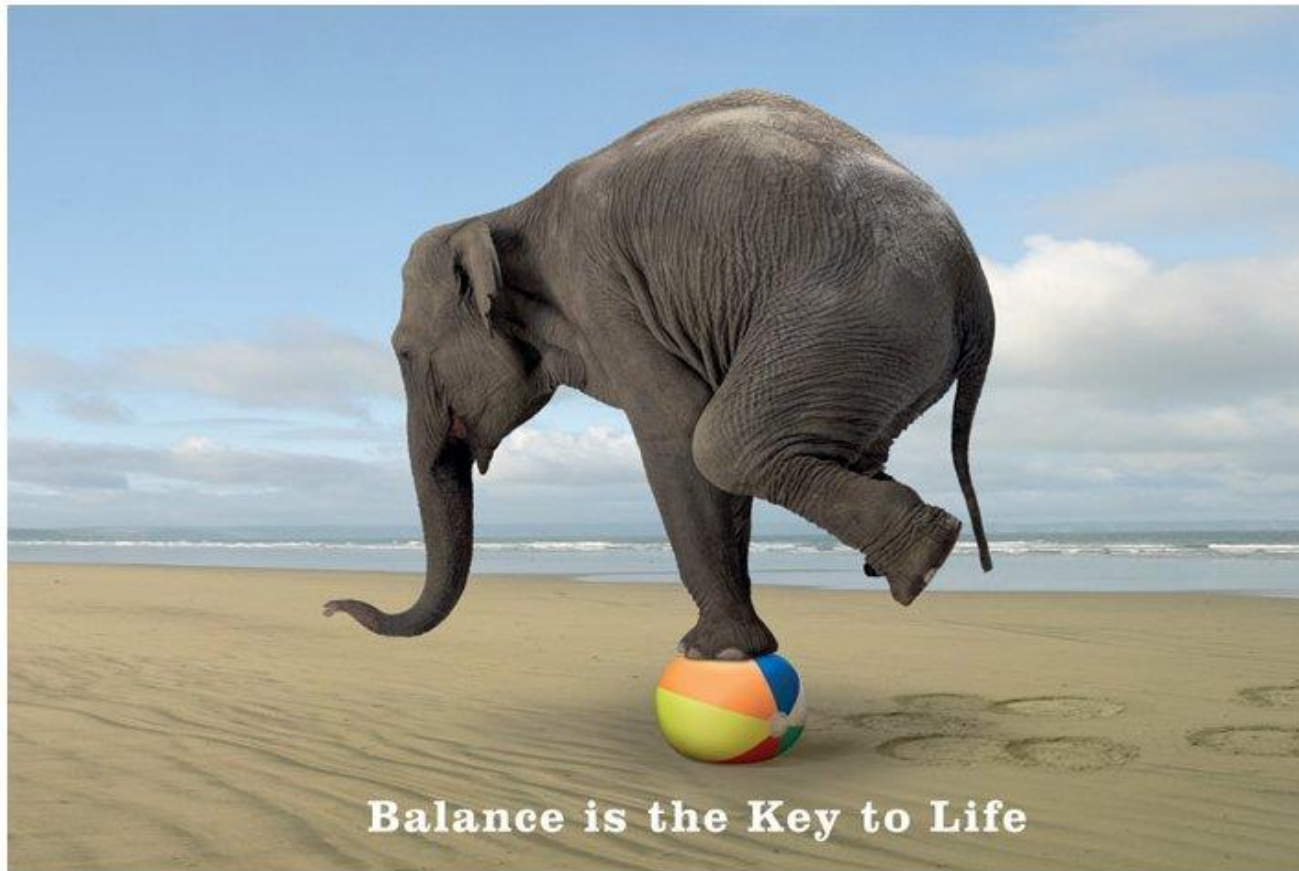
3. Place 1 cake layer, rounded side down, on serving plate. Spread 1/3 cup frosting over layer to within 1/2 inch of edge. Cut about 10 strawberries into 1/4-inch slices, arrange on frosted layer. Top with second layer, rounded side up. Frost side and top of cake with remaining frosting. Get remaining strawberries in ball, arrange on top of cake. Store loosely covered in refrigerator. 12 servings.

High Altitude (3500-6500 ft): Bake 8-inch rounds 28-32 min, 9-inch rounds 24-28 min.  
 \*Wholesome is a registered trademark of WHOLESALE Market International, LLC. © Betty Crocker and Betty Crocker are trademarks of WHOLESALE Market International, LLC. © 2005 General Mills.

- In the real world, adaptations happen!
- Programs should be adapted to meet the unique conditions and needs of the local community.
- Practitioners' expertise about local community should inform local implementation.



# The Middle Ground



**Balance is the Key to Life**



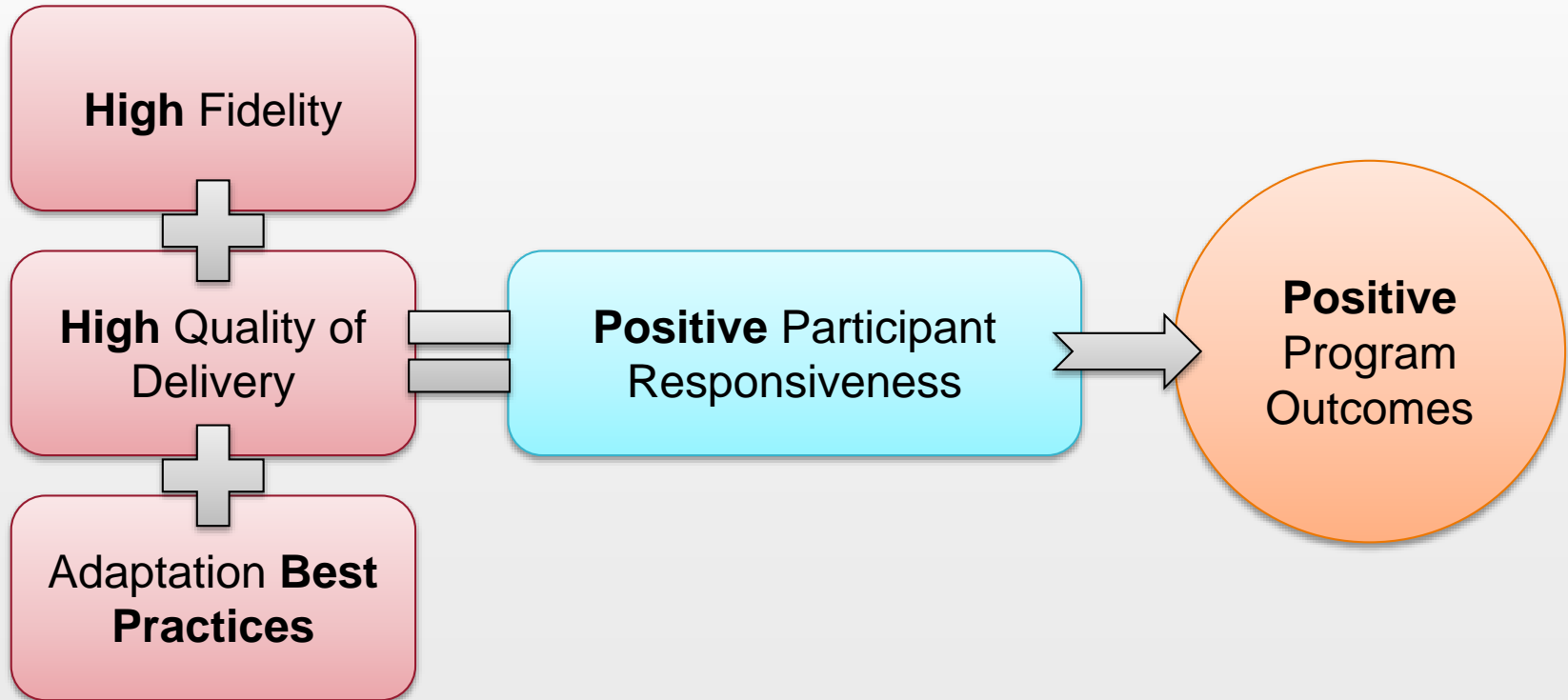
## The Evidence

- Higher = better outcomes
  - Adherence, dose, quality of delivery (Durlak & Dupre, 2009)
- Cultural adaptations = positive impact on recruitment and retention, but small or no impact on outcomes
  - (e.g., Kumpfer et al., 2002)
- Global fidelity = weak predictor of outcomes
  - (Berkel et al., 2013; Hill & Owens, 2013)





## Evidence-based Implementation: *A Recipe for Success!*





**STOP**

**TAKE A BREAK**



## Evidence-based Implementation Theory: *A Recipe for Success!*



*How can we stay true to the research,  
but still meet the needs of our local communities?*



# Research-based Tools

## *For Effective Program Implementation*





# Research-based Implementation: *A Best Practices Guide*

Select EBP  
that meets  
your needs

Determine key  
elements that  
make EBP  
effective

Assess need  
for adaptation

Adapt using  
best practices

Develop  
continuous  
quality  
improvement  
plan

Modified and adapted from the following resources:

- Card, J. J., Solomon, J., & Cunningham (2009). How to adapt effective programs for use in new contexts. *Health Promotion Practice*, 12, 25-35.
- O'Connor, C., Small, S. A., Cooney, S. M. (April, 2007). Program fidelity and adaptation: Meeting local needs without compromising program effectiveness. *What works, Wisconsin – Research to practice series*, Issue #4.
- Kemp, L. (2016). Adaptation and fidelity: A recipe for achieving both in population scale implementation. *Prevention Science*, 17, 429-438.



# Research-based Implementation: *A Best Practices Guide*

## **STEP 1**

Select EBP that meets your needs

## **STEP 2**

Determine key elements that make EBP effective

Assess need for adaptation

Adapt using best practices

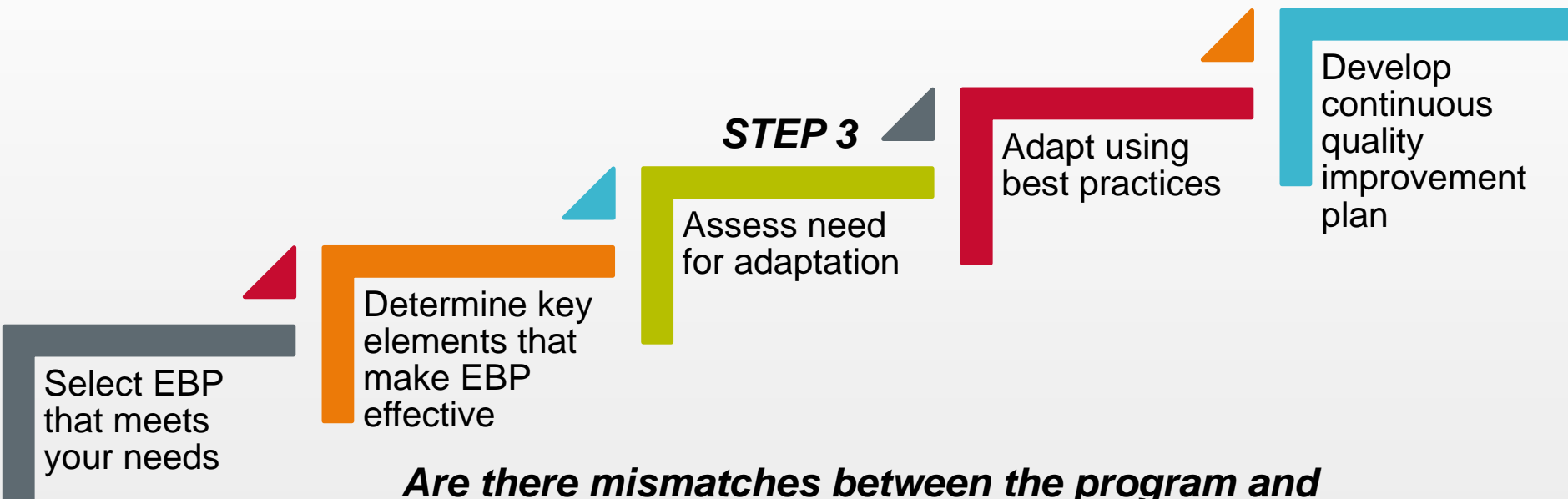
Develop continuous quality improvement plan

***What are the core ingredients, methods & equipment?***

***Are they locally available? Are they sustainable?***



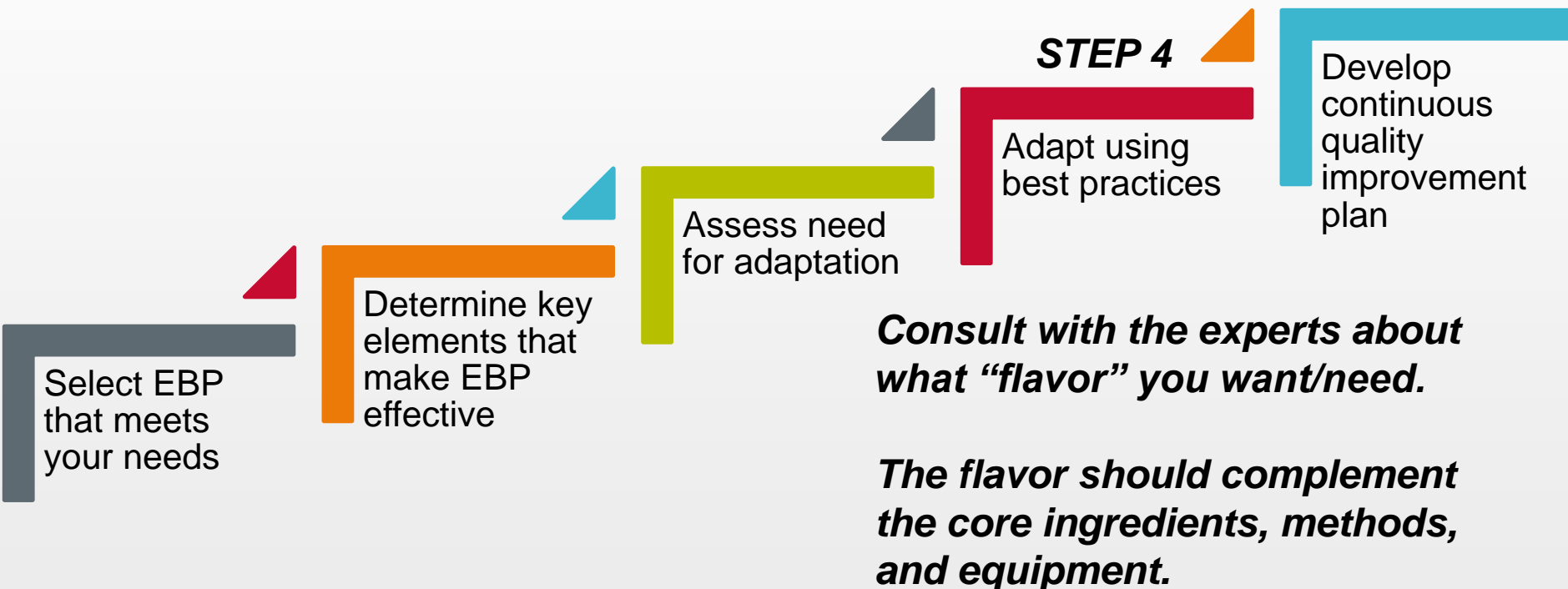
# Research-based Implementation: *A Best Practices Guide*



***Are there mismatches between the program and your local needs, goals, target population, capacity, context?***



# Research-based Implementation: *A Best Practices Guide*







# Research-based Implementation: *A Best Practices Guide*

## STEP 5

Develop  
continuous  
quality  
improvement  
plan

Adapt using  
best practices

Assess need  
for adaptation

Determine key  
elements that  
make EBP  
effective

Select EBP  
that meets  
your needs

***We need a taste test.***

***The proof is in the pudding (or cake)!***



## Application to Practice

*How can this information be applied to real-world program implementation?*





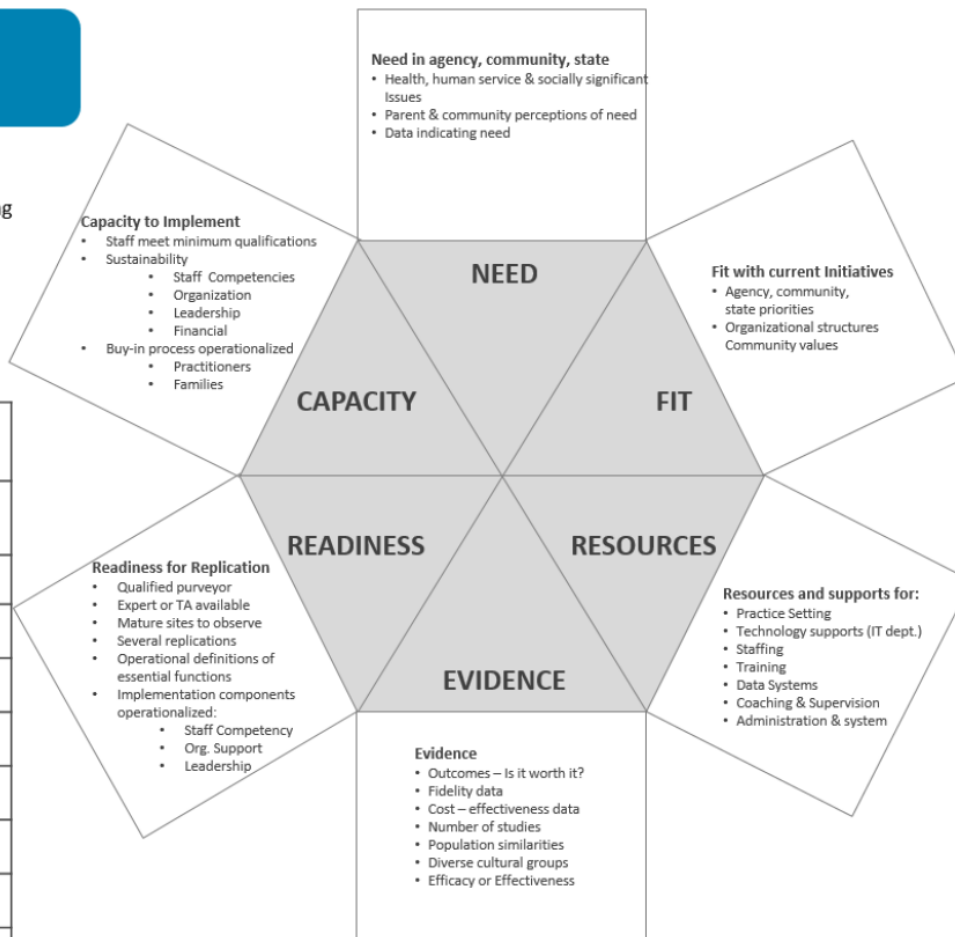
# Step 1 & 2: Hexagonal Tool Activity

## The Hexagon Tool Exploring Context

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

See the Active Implementation Hub Resource Library  
<http://implementation.fpg.unc.edu>

|  |      |     |     |
|--|------|-----|-----|
| <b>EBP:</b>  |      |     |     |
| 5 Point Rating Scale:<br>High = 5; Medium = 3; Low = 1.<br>Midpoints can be used and scored as a 2 or 4. |      |     |     |
|  | High | Med | Low |
| Need   |      |     |     |
| Fit  |      |     |     |
| Resource Availability  |      |     |     |
| Evidence   |      |     |     |
| Readiness for Replication  |      |     |     |
| Capacity to Implement  |      |     |     |
| <b>Total Score</b>   |      |     |     |



©2013 Karen Blase, Laurel Kiser and Melissa Van Dyke  
 Adapted from work by Laurel J. Kiser, Michelle Zabel, Albert A. Zachik, and Joan Smith (2007)





## Step 1 & 2: Hexagonal Tool Activity

1. Individually reflect on one program you are currently or will soon implement – complete the ratings for that program.
2. Identify one or two areas with low ratings and ask yourself:
  - Why are they low?
  - What (if anything) could you do to address them?
3. Turn to your neighbor and share what you learned. Have they had similar experiences? If so, do they have any suggestions for how to address these challenges?



## Step 3: Cultural Guide Activity

1. Find a partner to work with. Decide who will be the “Guide” and who will be the “Guided.”
2. Read the scenario you are given and start the activity!
3. Be ready to talk about how it felt to be The Guide and how it felt to be The Guided.



## When you choose a cultural guide...

- Consider both informal and formal leaders from a cultural community.
- Partner with “bridging” organizations to find appropriate guides.
- Invest time in building relationships and trust in you and your organization.
- Discuss goals that a potential guide may have for working with you. Strive for reciprocity!



**TIME TO**

**EAT!**



# Maternal Early Childhood Sustained Home Visiting: *A Case Study*

- Nurse home visiting for at-risk families
- Developed & demonstrated effective in Australia
- Universal, comprehensive, integrated approach
- Goals are to:
  - Improve transition to parenting (during pregnancy)
  - Improve maternal health & well-being (self-care)
  - Improve child health & well-being (parent-child interactions)
  - Develop and promote parents' aspirations
  - Improve family and social relationships





# Maternal Early Childhood Sustained Home Visiting: *A Case Study*

- Program is embedded in local systems
- Requires fidelity AND local adaptations





# Maternal Early Childhood Sustained Home Visiting: *Plain Cake Recipe*

## CORE INGREDIENTS

- Sustained structured nurse home visiting (minimum 25 visits until child is 2 years old)
- Supporting mother and child health and well-being
- Supporting mothers to be future oriented and aspirational
- Child development parent education program (comprehensive and structured)
- Supporting family and social relationships
- Trained postgraduate nursing workforce
- Embedded in universal primary, secondary and tertiary child and family health service (including social care practitioner in program team)



# Maternal Early Childhood Sustained Home Visiting: *Plain Cake Recipe*

## **CORE METHODS**

- Home visiting: scheduled timing and quantity
- Partnership between the nurse and the family
- Group activities
- In-reach (resources drawn into the program to support families and practitioners) and out-reach (referral) processes



# Maternal Early Childhood Sustained Home Visiting: *Plain Cake Recipe*

## CORE EQUIPMENT

- Practitioner and service capacity to identify and respond to families with remediable risk in the population – where and when needed
- Effective staff training and supervision systems
- Effective management and leadership
- Access to resources to support families and practitioners
- Tiered, ecological and multidisciplinary approach to support family, practitioner and service capacity building
- Proportionate universal approach with service for vulnerable families embedded within broader universal service system
- Data tools and system for fidelity and quality monitoring



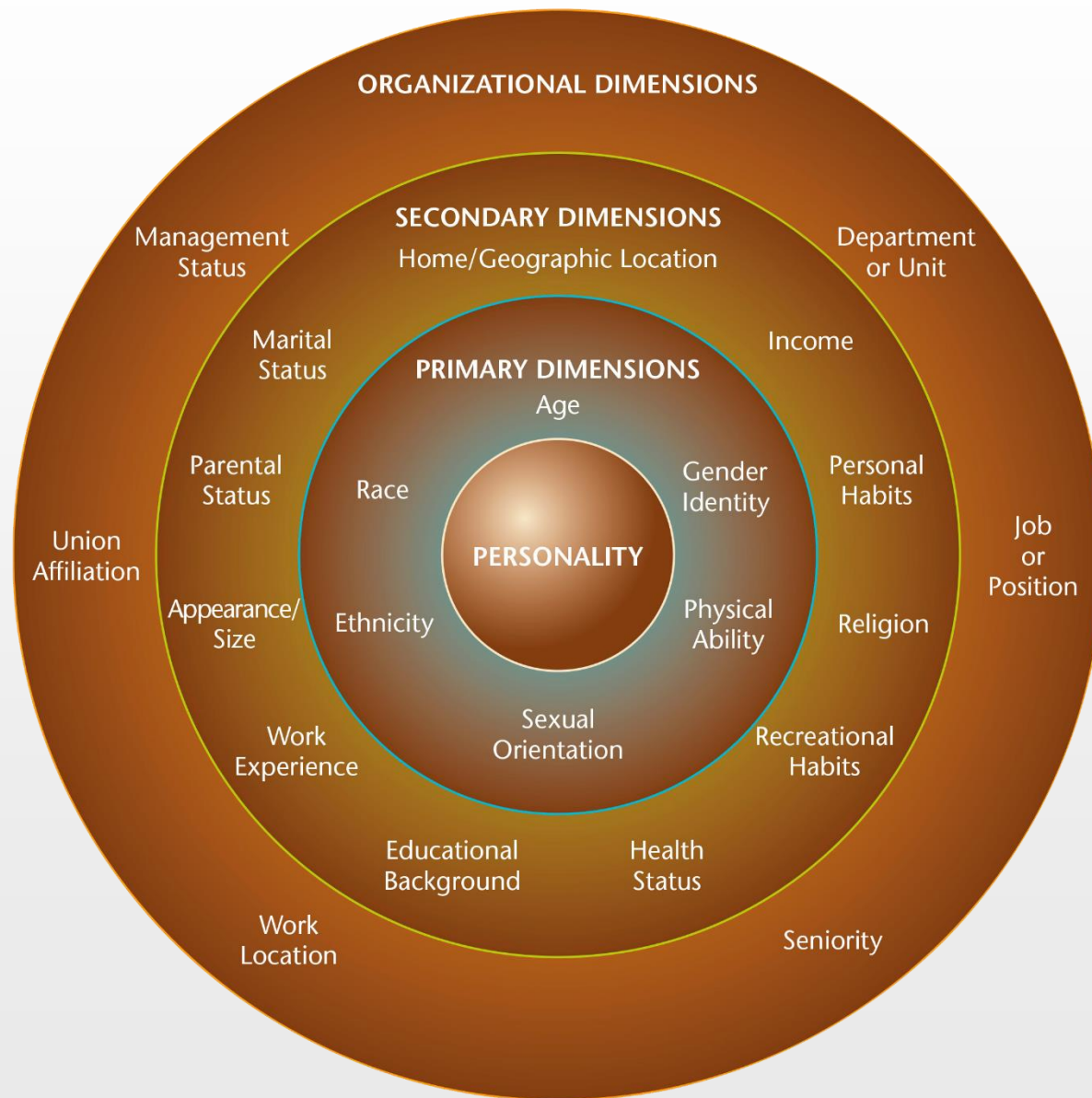
## Maternal Early Childhood Sustained Home Visiting: *Variation Recipe*

- Decisions about variations should be made in advance of implementation and in consultation with program experts.
- Is the variation consistent with the underlying theories of the program?
- Does the variation interfere with any of the core ingredients, methods, or equipment?



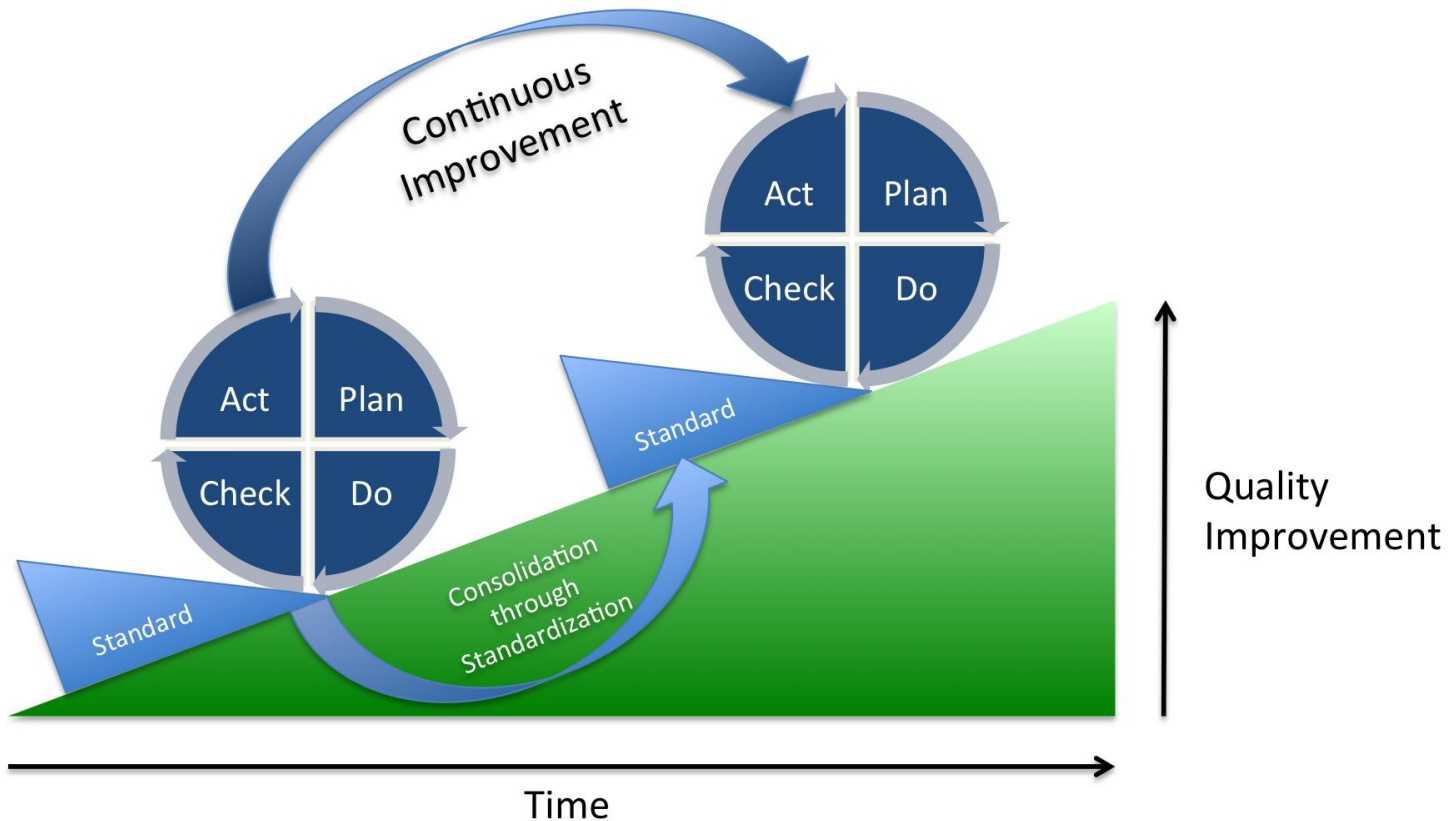
## Step 4: MECSHV Variation Recipe Activity

- Groups of 4-5 people
- Identify one person to be the “client”
- Everyone else will be consultants
- Your goal is to develop a list of recommendations for a MECSHV variation recipe for this community based on what you’ve learned about:
  - This program, and
  - Research-based implementation.





## Step 5: Continuous Quality Improvement & Implementation Monitoring







**STOP**

**TAKE A BREAK**



## Panel Discussion

- **Rudy Garza**
  - King County, South East Seattle Coalition
- **Julissa Crow**
  - Franklin County, Pasco Discovery Coalition
- **Stacia Wasmundt**
  - Thurston County, Thurston Together Coalition
- **Nancy Fiander**
  - Yakima County, White Swan Dreammakers

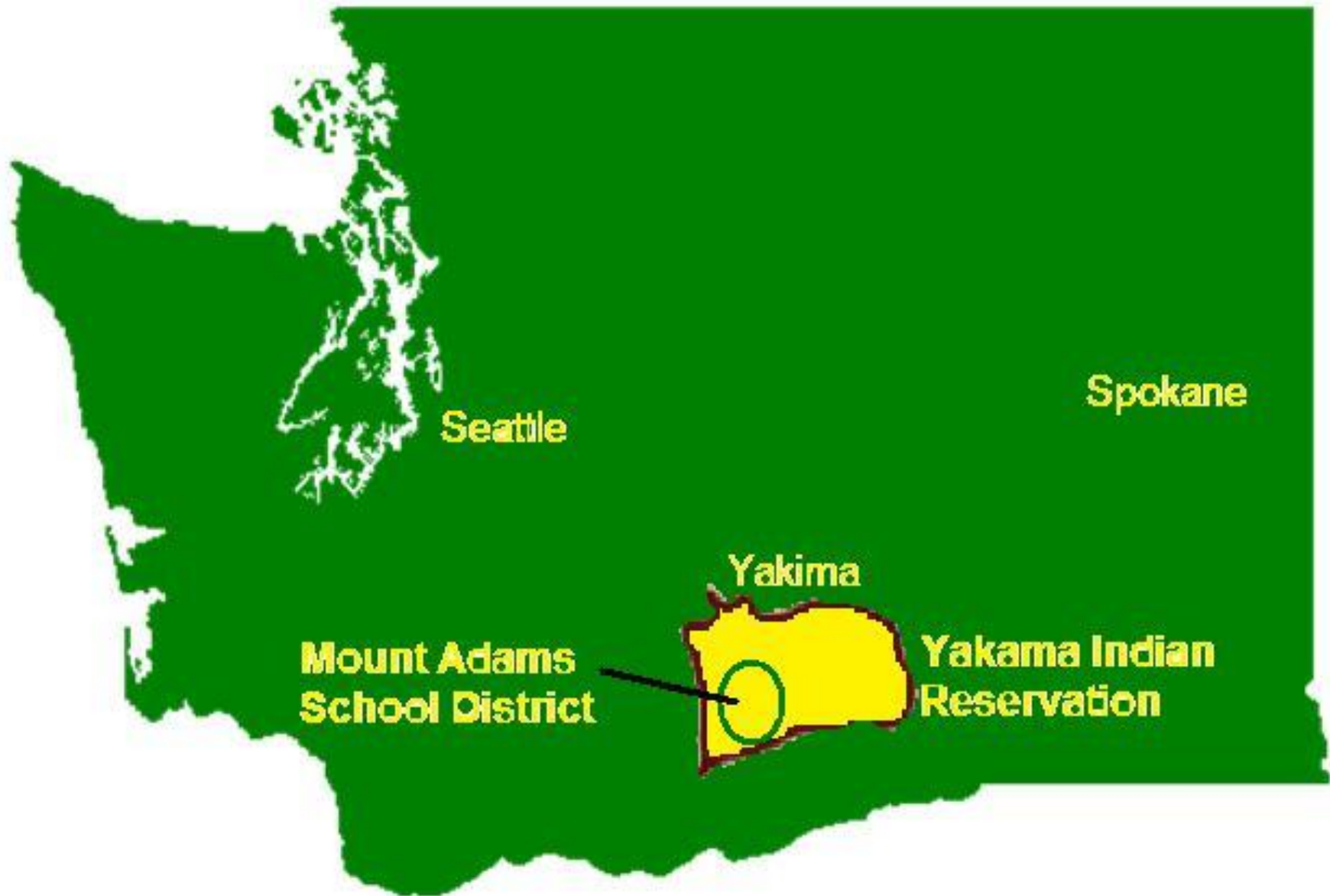
# **PAX as an Evidenced-based Strategy in Harrah Elementary**

Successful implementation in rural native communities

Builds individual self regulation

Long term reduction in suicide and drug use

Increase high school and college graduation



Seattle

Spokane

Yakima

Mount Adams  
School District

Yakama Indian  
Reservation

## **Adaptation: “It takes a village to raise a child”**

- Build on elders knowledge: “PAX is a new way to teach the old ways.”
- Building wide implementation
- Visioning
- Tootle Time
- Community partner with Yakama Nation Programs
- Building relationships at a personal level
- Involve youth in “Bettering my world.”
- Our village extends to other villages

# White Swan Arts & Recreation Community Coalition



## Indigenous PAX: The Journey

Quality of Delivery: Modeling Checklist

Participant Responsiveness: Spleem Counts

Fidelity: Weekly Scoreboards

Adaptation: Language



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