Implementation Science

Effective Strategies, Processes, and Resources to Support Assistive Technology Implementation or Accessibility Initiatives Campuswide

AHEAD - 2022

Hello There!

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Agenda

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What types of initiative are you responsible for or involved in on campus?

Introduction to Your Initiatives
1. Quick... list off your name, position, institution!
2. What initiative are you attempting to commence or are you currently involved in now?
   a. Describe succinctly what the initiative is and where you are in the process if your initiative is unique to your tablemates.
   b. If you are all tackling the same initiative, please describe succinctly where you are at in the process.

Tech/Access
- Digital accessibility/EIT Policy
- Assistive technology campuswide
- Captioning
- Accessible document creation
- Remediation program

Wider Campus
- Diversity, Equity, Inclusion
Why discuss implementation?

Change and Innovation Abound
We are in a constant state of change and innovation within a technology rich society.

- Assistive technology, accessibility, campuswide technology adoption, inclusive learning, student support focus.
- Know better, do better philosophy; what helps some helps all; inclusion initiatives.
- Increase amounts of variability between, amongst, and within our learners and individuals in our society.
- Focus on DEI, techquity, and UDL.

Why Implementation Science?
Research, frameworks, and strategies guiding new and commenced initiatives/ implementations to get the best outcomes possible.

- Leaders and experts in our fields, but not in implementation science despite charged with effective change.
- Applicable to more than just our fields - wider implications across society.
- A way to guide implementation or to curb stagnation through analysis to find methods to make more effective and efficient change.
- Variety of models, ideas frameworks and tips.
Effective & Efficient

Anything new needs to be done in a concise, effective, methodological way grounded in theory, strategy, or research.

- More with less, resources scarcity.
- When adoption decision is made, the work is only beginning.
- Initiatives are resource heavy: time, budget, expertise.
- Result driven initiatives with data to prove effectiveness and impact.
- Maximize results and outcomes, minimize time, barriers, and hurdles.

Why discussion implementation?

Implementation is not an event. Implementation is “a specific set of activities designed to put into practice an activity or program” (Fixen, Naoom, Blase, Friedman & Wallace). These activities occur over time in stages that overlap and that are revisited as needed.

- From the National Implementation Research Network Framework 2: Implementation Stages website.

When you adopt a technology solution, around 40% of the job is done. The other 60% is the implementation.

This is when the real work begins.
How do people embrace innovation?

Diffusion of Innovation Theory

What Is It?

- Theory explains how a society adopts technology with wider implication developed by E.M. Rogers in 1962.
- Over time, technology is adopted by a population but done so in groups based off psychological profile.
- Groups adopt in subsequent order and influenced most by the group prior to them.
- Additional buy-in comes when the group prior adopts.
Innovators

- Technology enthusiasts; considered creators.
- Social capital to spend; psychical capital; higher socioeconomic status.
- Surround yourself with other innovators.
- Liquidity and high-risk tolerance.

Early Adopters

- Visionaries; similar to innovators, also seen as creators.
- Lower liquidity for high-risk tolerance.
- More opinionated about adoption.
- More critical of what they try and when they try it.
- “Spreading the word” this a group strength.

Early Majority

- Pragmatists; critics and collectors.
- More reserved, more vocal.
- Adopt after others have adopted and time has passed.
- Still provide influence to other two groups.
Late Majority

- Conservatives; joiners & spectators.
- Delay adoption until most of society has adopted.
- Skepticism prevents adoption for some.
- Lack of resources, social status or liquidity can influence adoption decision and timing too.

Laggards

- Skeptics; inactives.
- Older generations, traditional values, or resist change.
- May not adopt at all or only to “check the box.”
- Strategically compliant; only when someone is watching, only when it benefits them, or for show.
- Some argue non-compliant is a group.

Adoption Stages

Stages of adopters (adopter categories)
There lies a gap between the Early Adopters and the Early Majority. This gap between the two is called The Chasm.

Geoffrey A. Moore wrote a book about crossing the chasm or better known as The Tipping Point is where the adoption of the idea of technology takes off.

Initial messaging prior to the chasm should be around Scarcity, focusing on innovation or being the first to use the tool.

Once you’ve won over the Early Adopters move toward Social Proof. Talk about others using the tool (students), others doing this work, or examples of other’s integration strategy.

Peer Networks with Influencers
Finding and empowering change agents to help move adoption forward.

- Critical mass adoption can be achieved by innovators and early adopters who become opinion leaders to the rest of the population.
- Communication, networking, role modeling, and leadership will influence change.
How do people embrace innovation?

Adoption Process
Five (5) Steps to Adopt

1. Knowledge or Awareness (Exposure)
2. Persuasion or Interest
3. Decision or Evaluation
4. Implementation or Trial
5. Confirmation or Adoption

Six Principles of Persuasion
Methods and ways to persuade people to get on board with your initiative.

1. Reciprocity - return favors, payback
2. Scarcity - innovation and short supply get buy-in
3. Liking - the more the leader is liked, the more you'll be persuaded
4. Authority - influencers, titles, leaders are likely to be followed
5. Social Proof - what are your peers doing?
6. Commitment/Consistency - are someone's beliefs consistent with values

Let's Discuss the Who!

1. Where do you feel your implementation level sits based on the group of adoptees in the Diffusion of Innovation Theory?
2. Have you had any success stories in helping a certain group embrace/adopt your initiative?
3. What is the biggest challenge you're facing with people embracing/adopting your initiative?
What do you need for effective implementation?

If you're struggling with implementation, ask yourself what component am I missing and how do I get that into the hands of the population.

If things are going well, don't just attribute it to "being lucky". Find what is working and do more of it.
Let’s Break Down the What!

1. Is there a component of the Model for Managing Complex Change you feel commonly gets left out, overlooked or is the most challenging to implement within most initiatives?
2. Based on the Model for Managing Complex Change, based on human behavior or sentiments, could your initiative be missing one of the five key components?
3. Do you feel like one of these five key components of the Model for Managing Complex Change is missing or could use some extra T.L.C. in your initiative?

What does the research say?

Implementation Science - from UNC Chapel Hill

- “This gap between what we know works and utilization of those practices in real world settings may deny individuals such as students with disabilities proven benefits.” (Dew & Boydell, 2017)
- No matter how well an evidence based practice is, if it’s not implemented well, users will not benefit.
- Active Implementation Hub - AI Modules around Implementation Science.
Continuum of Passive vs. Active Implementation

Points on continuum when change is mandated or adopted.

- Letting It Happen: With lack of supports, professionals are held accountable for results.
- Helping It Happen: Some resources, support and training. Professionals have to solve problems and are held accountable for results.
- Making It Happen: Purposeful, thoughtful, active implementation strategies and best practices with supports and resources. Implementation team is responsible for results and outcomes.

What does the research say?

Letting It Happen versus Making It Happen

When actively working on implementation, using research backed strategies, you can expect up to an 80% outcome of what you're seeking in three years.

If you don't use implementation science strategies, you will only see 14% of the desired outcomes and it can take you up to 17 years to get to your desired outcomes.

This is why things start, stop, and fizzle out and why we don't get lasting impact.
Active Implementation Formula

Effective Practices (what) x Effective Implementation (how) x Enabling Context (who & goals) = Socially Significant Outcomes

What does the research say?

Implementation Drivers

Three key things are game changers around a more or less successful implementation.

- Competency Drivers: Actions to help professionals put programs or initiatives into practice (Selection, Training, Coaching, Fidelity).
- Organizational Drivers: Organizational practices and processes which may help implementation flourish.
- Leadership Drivers: Traits and skills needed by the leader to help make change and strive for desired outcomes.

What other key skills should I have for effective implementation?
Goal Setting

Realistic and tangible goals are critical to starting and keeping implementation on track.

- Helps organizations strive toward desired outcomes with the ability to measure if their efforts and actions are effective.
- SMART Goals:
  - Specific; Measurable; Attainable; Relevant; Time-based
  - Regular check-ins on goals and progress around them - accountability.
- Goal setting is underutilized in organizations but central to pushing progress forward.

What other key skills should I have for effective implementation?

Leadership & Advocacy Skills

Key leadership & advocacy skills for leaders to support change.

- Coalition Building: cross-organizational team with expertise and various skills.
- Communication Skills: continued effective skills to all individuals, groups.
- Interpersonal Skills: listening, delegation.
- Motivation: encouragement & reminder of vision.
- Big Picture: what is to be achieved; align goals and tasks; motivates.

Advocacy for Resources

Key leadership & advocacy skills for leaders to support change.

- Scarcity mindset narrative.
- Evidence and reporting and making a case is key.
- No doesn't mean no, it just means I need more information, proof, or data.
- LAER Method:
  - Listen, Acknowledge, Explore, Respond
  - People need to hear things 7 times before they are on board or buy-in.
  - Tie it to campus initiatives.
Building Effective Teams and Allies

Effective teams increase your chance of moving progress forward effectively and efficiently dramatically.

- Who “owns” this process?
- Power in numbers versus solitude.
- Find key players to support your cause; groups from Diffusion of Innovation Theory.
- Influencers, strong leadership skills.
- Diversify and maximize the skills set of the group; complement or add to your skills or the group’s skills.

What other key skills should I have for effective implementation?

Takeaways!

1. What is a key success or lesson learned that you can share that may help others at your table/in your group?
2. What is the biggest challenge or struggle you’re running into? What is the block you are seeing?
3. Out of everything you’ve learned today, what do you think is the most important takeaway for you?
4. What do you plan to implement or address next week? Next month? Next semester? Next year?

Thank You!

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