

CONNECTION COURAGE GROWTH RESPECT RESPONSIBILITY

Welcome to the Implementation Fundamentals Workshop 1 Centre for Evidence and Implementation

19 MARCH 2026

Department for Education,
Children and Young People



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Implementation Fundamentals Workshop 1

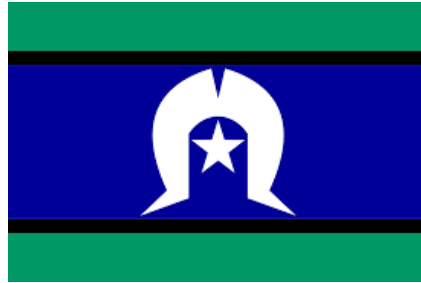
Leigh Johnston and Kiersten Eliou

19th March 2026



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Acknowledgement of Country

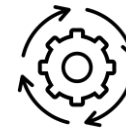


About Centre for Evidence and Implementation

Support the use of better evidence to improve life for children, families, and communities.



Believe good evidence and effective implementation have the power to solve our most pressing social problems.



Work with partners globally to drive innovation in programs and services.

Mission is to support the use of the best evidence in policy and practice to improve the lives of people facing adversity.



About the presenters

Leigh Johnston



Kiersten Eliou



Workshop Series Agenda

Workshop	Date / Time	Workshop Focus
1	Thurs 19 th March 2026 9:30am – 12:00pm	Fundamental concepts in implementation
2	Thurs 26 th March 2026 9:30am – 12:00pm	Implementation frameworks and tools
3	Wed 1 st April 2026 9:30am – 12:00pm	Facilitating and monitoring implementation



Workshop 1 Agenda

Time	Topic
9:30am	Welcome and introduction
9:50am	Key implementation concepts Introduction to barriers and enablers
11:00 am	Break
11:10 am	Introduction to implementation frameworks and the stages of implementation
11:50am	Summary and close

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Key Learning Objectives (Workshop 1)

1. Build a practical understanding of implementation science and the factors that influence successful, sustainable implementation in real-world settings.
2. Understand key stages and principles for high-quality implementation

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Activity 1: Slido Survey



Slido code #6612982

(Feel free to drop further questions along the way at the same link)

We would like to know....

1. Something you already know about implementation
2. Any implementation tools you currently use in your work
3. Something you want to know by the end of the 3-part workshop series...

Fundamental concepts in implementation

Contemporary challenges facing human service systems

- Despite decades of reforms in social services, demand continues to grow
- We know quite a bit about ‘what works’
- There are numerous barriers to implementing ‘what works’ in service systems in a sustained way, at scale.

Int. Journal on Child Malt. (2022) 5:487–499
<https://doi.org/10.1007/s42448-022-00127-8>

INNOVATION ARTICLE

Can Common Elements Support a Public Health Approach to Child Maltreatment?

Melinda Polimeni^{1,2} · Evelyn Tan^{1,3} · Cheryl Seah Kwee Fang^{1,3,4,5} · Jane Lewis⁶ · Bryce D. McLeod⁷ · Arild Bjorndal^{8,9}

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What is implementation?

“A specified set of activities designed to put into practice an activity or program of known dimensions”

- National Implementation Research Network (US)

Implementation is:

- the active process of integrating evidence into the real world.
- focused on ‘how’ evidence will be adopted and embedded.

Implementation Science

is the study of methods and strategies to promote the uptake of evidence-informed practices into ‘business as usual’, with the aim of improving service quality (Eccles & Mittman, 2006).



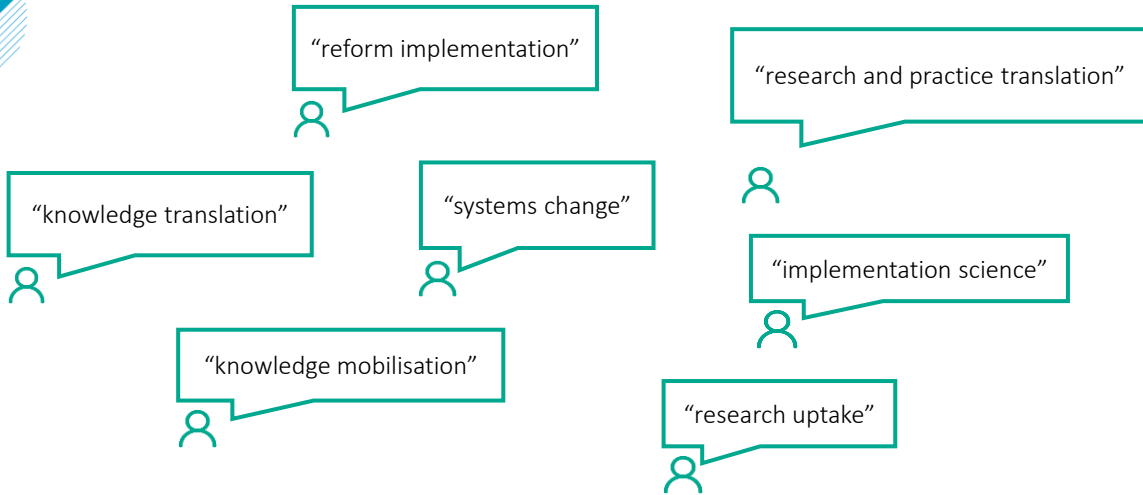
Implementation practice

Tailors and applies these strategies in different contexts to meet the needs of different communities and people and to achieve positive outcomes.

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Different language, same idea



Key idea: Understanding the mechanisms for change

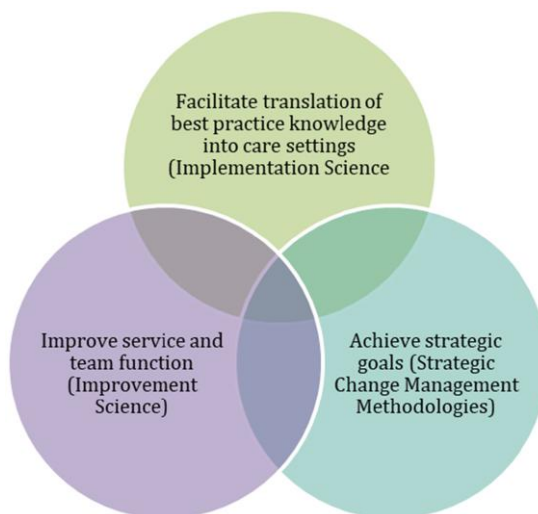
Graham et al., (2006)

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Overlap with other change methodologies



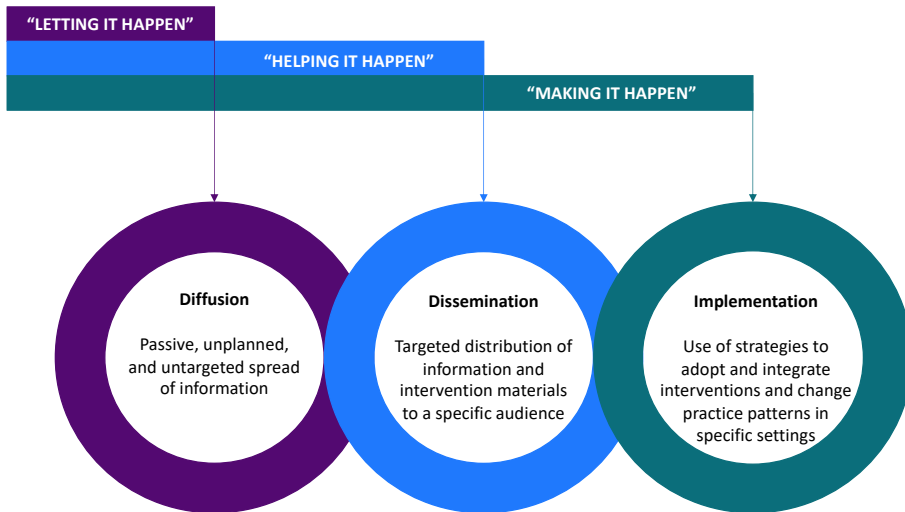
Harrison and Janes 2022

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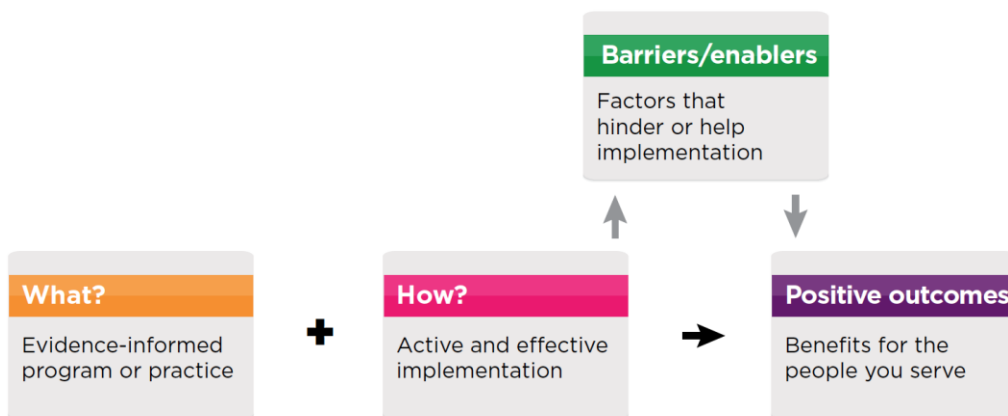
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Active implementation – Making it happen



Adapted from Greenhalgh et al. (2004)

Both the 'what' and the 'how' matter for outcomes



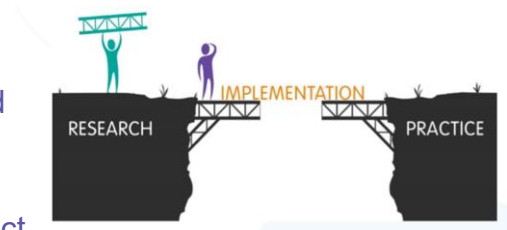
Implementation quality strongly influences outcomes

High quality implementation matters just as much as the program/intervention for achieving outcomes.

- Review of 500 implementation studies found mean effect sizes were at least 2 to 3 times higher when programs were implemented well (Durlak & Dupre, 2008)
- A meta analysis of 156 studies of 9 different home visiting programs showed that program implementation quality significantly impacts home visiting program effectiveness (Casillas et al, 2015).
- A meta analysis of 361 studies of juvenile justice interventions found that “... a well-implemented intervention of an inherently less efficacious type can outperform a more efficacious one that is poorly implemented.” (Lipsey et al., 2007)

The evidence-practice gap

- Widespread sustained implementation has been difficult to achieve across human services
- There is a gap between what we know works and what's being done in frontline services
- **Common pitfalls:**
 - only focusing on the 'what' and ignoring the 'how'
 - failing to consider influencing factors (e.g. context) that impact the uptake and sustainment of new initiatives



Implementation is the bridge between goals and outcomes

- **However, mis-implementation is common**
 - 30% rate of mis-implementation
- **Why change can be so challenging:**
 - mismatched skills and competencies in workforce
 - inadequate planning and collaboration
 - lack of implementation and outcome data
 - stakeholder turnover or management challenges



The threat of unsuccessful policy and practice implementation and translation is a concern (and area of focus) internationally.

Sources: Bullock & Lavis, 2019; Albers, Shlonsky, & Mildon, 2020; Allen et al., 2020

Alone, these will not work...


- **Identification of evidence-based practices and programs**
- **Making laws and policy directives**
- **Providing funding**
- **One way dissemination of information (tip sheets, websites, workshops like this one...)**
- **Training**



Implementation failure is costly

If you think the cost of good implementation is high, then you should consider the cost of poor implementation

- \$\$\$\$\$
- Time
- Quality of service
- Impact on service users



Service users cannot benefit from something they do not receive

“The use of effective interventions without implementation strategies is like serum without a syringe; the cure is available, but the delivery system is not.”

(Fixsen, Blase, Duda, Naoom, Van Dyke, 2010)

Activity 2: Enablers

Reflect on your own work :

Think about a reform or system shift you've been part of – that worked:

- What helped the change actually take hold?
- What system, organisational or program conditions made it possible to embed?



Break



Activity 2: Enablers



A system change you've been part of:

- What helped the change actually take hold?
- What system, organisational or program conditions made it possible to embed?

In breakout groups (5 mins):

- 1. Share your example**
- 2. Identify common enablers**
- 3. Nominate someone to share back**

Common characteristics in high-quality implementation:

- **A staged process**
- **Multiple implementation strategies targeted at multiple levels**
- **Involves collaboration between various stakeholders**
- **Given the time and planning to achieve the desired program outcomes**

An introduction to implementation frameworks and the stages of implementation

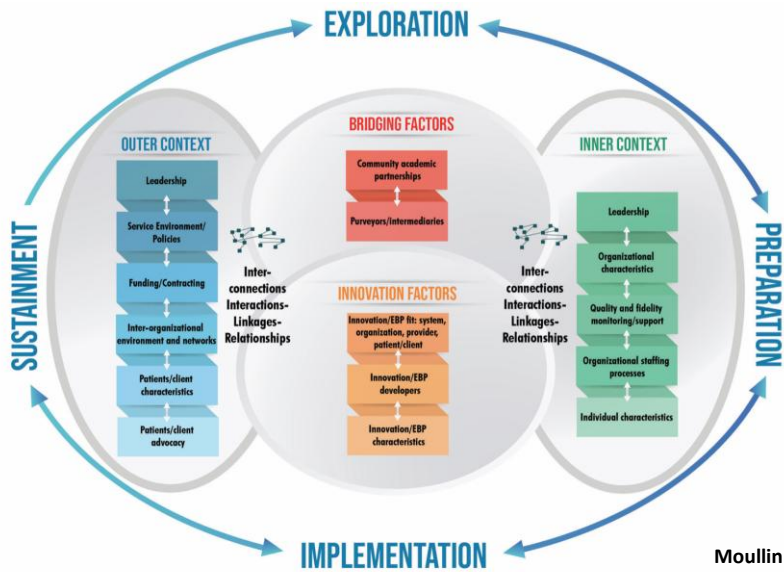


What is an implementation framework?

- A synthesis and framing of phases, influencing factors, strategies, etc.
- There are dozens (approx. 100)
- They can be selected based on your purposes.
- Some are better for implementation research; some better for implementation practice.

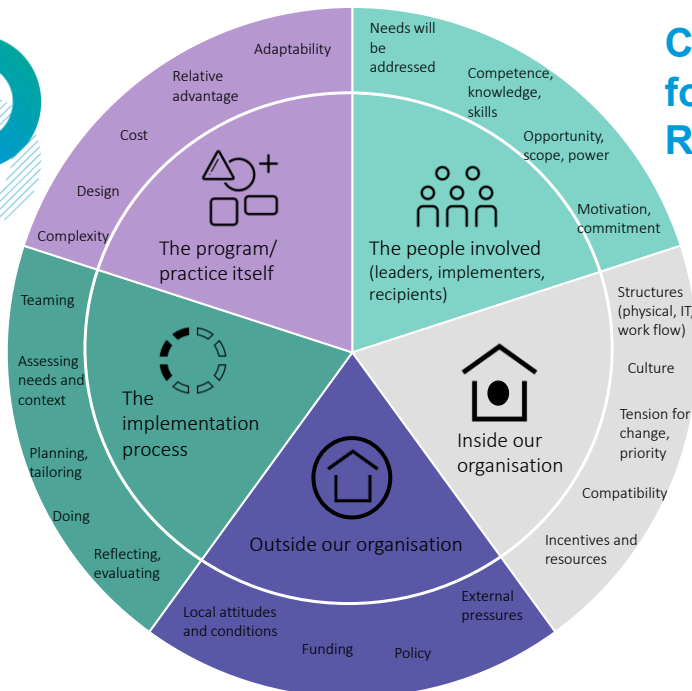


EPIS framework



Moullin et al., 2019

Consolidated Framework for Implementation Research (CFIR 2.0)



Which CFIR domain is this?
“Staff believe the new approach is an improvement over current practice.”
 A) Inner setting
 B) People involved
 C) Implementation process
 D) Program characteristics

Damschroder et al., 2022



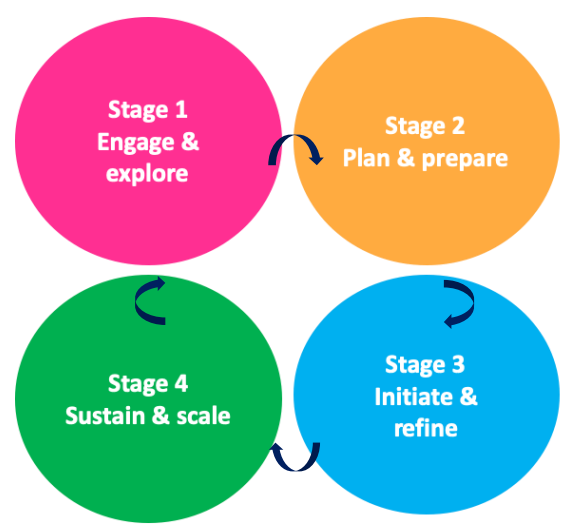
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You have come to the right place if you are looking for more information about the Consolidated Framework for Implementation Research (CFIR) that was originally published in Implementation Science in 2009. This site is created for individuals considering using the CFIR to evaluate an implementation or design an implementation study.

Website (<https://cfirguide.org>) has lots of useful resources including qualitative and quantitative measures and questions and recommendations for analysis.



Implementation in Action framework

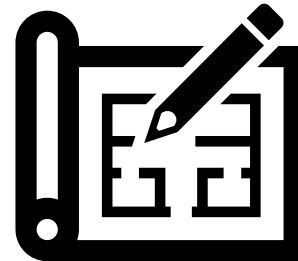


Hateley-Browne, Hodge, Mildon & Polimeni, 2019.



Implementation Tools Poll

What types of tools or templates would be most helpful for implementing DECYP reform activities in your area?



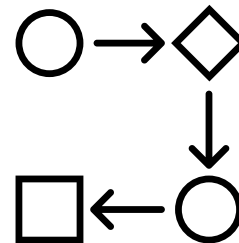
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Implementation stages

- Implementation happens in stages - it is a process that unfolds, not a single event
- Different implementation activities are relevant in different stages
- Process isn't always linear
- 50% of implementation activity happens before you hit 'go'



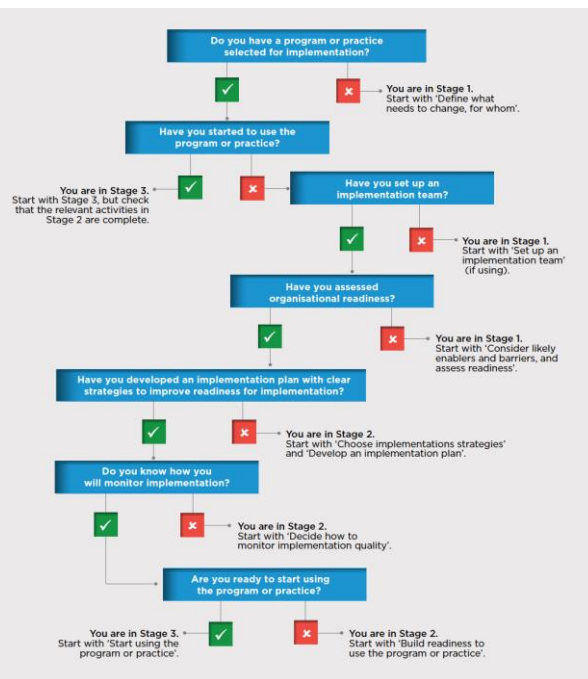
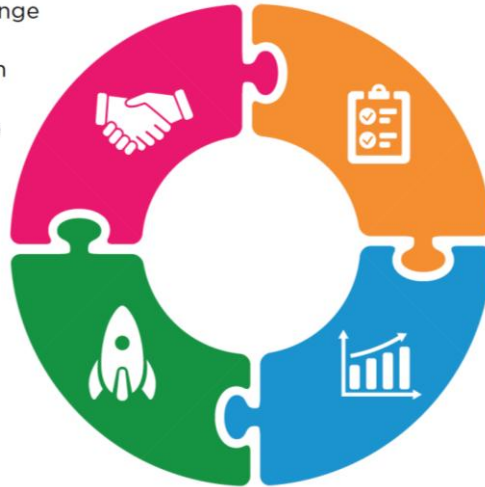
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Implementation stages

Stage 1: Engage and explore

- Define what needs to change and for whom
- Select and adopt program or practice
- Set up an implementation team
- Assess readiness; consider barriers and enablers



Activity 3: Case study example

Child safety partners with an ACCO to deliver a new family support model for Aboriginal families. The model has strong evidence, but was developed overseas. Staff begin using it after training but receive feedback from the ACCO that key concepts do not align with local cultural practices, family roles, or community priorities.

Families engage initially but drop out quickly. ACCO staff express frustration that they were consulted too late.

- ❖ Which implementation stage was not given enough attention?
- ❖ How could collaboration have been built earlier and more meaningfully?

Activity 3: Case study example

A youth justice service adopts a new therapeutic group program in detention. Staff receive one day of training and a date is set for starting to use the program. Some deliver the model, but uptake is inconsistent. The fidelity review shows big gaps.

- ❖ What stage of implementation is this?
- ❖ What might you recommend next?

Recommendations for using implementation frameworks

- **Select a suitable framework**
- **Establish and maintain stakeholder partnerships/engagement**
- **Determine implementation factors/determinants**
- **Select, tailor or develop implementation strategies**
- **Specify implementation outcomes and evaluate these**

Moullin et al 2020: Ten recommendations for using implementation frameworks in research and practice

Links to some useful implementation guides



www.aifs.gov.au/resources/practice-guides/implementation-action



<http://health.vic.gov.au/our-workforce-our-future/guides-resources>



<https://educationendowmentfoundation.org.uk/education-evidence/guidance-reports/implementation>

Summary of key concepts


- Implementation science is the **study of methods and strategies to promote the uptake of evidence-informed interventions** into 'business as usual' (Eccles & Mittman, 2006)
- High-quality implementation **strongly predicts** service user outcomes
- Implementation is an **ongoing challenge** across human service systems internationally
- Implementation science is relatively 'young' and there is an increasing focus on **implementation practice**.




Between now and the next workshop:

Reflect on the implementation stages we've just described and consider your implementation work:

- What is one change you're working on that would benefit from a stronger Stage 1 or Stage 2?
- What might that involve?




Questions??



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Thank you for attending!

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**Bright lives.
Positive futures.**