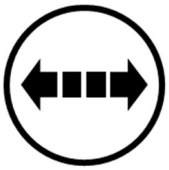
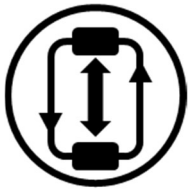
Active Implementation Frameworks

Usable Innovations	Innovations must be defined and operationalized so they are teachable, learnable, doable, and assessable in practice if they are to be scaled to produce socially significant outcomes. Innovations may vary with respect to the rigor of research evidence. Usable Innovations have an assessment of fidelity that detects the presence and strength of an innovation as it is used in practice, and the fidelity data are highly correlated with intended outcome data.
 Implementation Stages	The process of using an innovation begins with assessing need, selecting the innovation, and creating readiness (Exploration), preparing organization and implementation resources (Installation), beginning to use the innovation (Initial Implementation), and having at least half of the practitioners using the innovation with fidelity (Full Implementation). Once an innovation is in use, the stages are iterative as contexts and implementation supports change.
Implementation Drivers	The use of an innovation always requires behavior change for practitioners, managers, directors, and other staff. The Competency Drivers (selection, training, coaching, fidelity) are the methods for establishing and supporting behavior change. The Organization Drivers (facilitative administration, decision support data system, system intervention) and Leadership Drivers (technical, adaptive) establish new organization roles, functions, and structures to eliminate barriers and to support the use of the Competency Drivers and the use of the innovation with fidelity by practitioners.
Implementation Teams	Implementation Teams are knowledgeable and skilled with respect to Usable Innovations, can effectively use and teach the Active Implementation Frameworks, and can initiate and help manage organization and system change. In the absence of Implementation Teams, those who attempt to use an innovation are left to "figure it out" on their own and rarely leave any implementation capacity in their wake.
Improvement Cycles	Human services are interaction based and are full of imperfections. There are no perfectly effective Usable Innovations, there are no always-effective implementation methods, and there are no completely enabling organization and system contexts. Plan, do, study, act cycles (PDSAC) and usability testing are continually employed to identify and resolve problems and assure steady progress toward the next sets of goals. Innovations, implementation methods, and internal and external contexts are the subjects of scrutiny to improve outcomes for populations of recipients and the sustainability of innovations.
 Systemic Change	Implementation and Usable Innovations require change at every level. While the focus is on changing practitioner behavior and organization supports, systems need to change as well. Policies, funding requirements, accreditation and certification standards, professional association standards, oversight routines, and so on have been established to support the status quo. Usable Innovations and effective implementation supports typically are a poor fit. Systemic Change includes practice-policy communication cycles to change status quo systems in order to improve the fit.

Active Implementation Research Network