

April 2, 2014

So, today, I'm going to be talking a little bit about tips, tricks and lessons learned from program developers and I will talk a little bit more about where this came from, so a little bit of background is, as you all know, there is a large number of evidence-based programs out there, yet many interventions are not widely disseminated, so lot of times people get small grants, they will test them, they will find positive results and then that's kind of where it dies. For instance, in graduate school I worked on several interventions related to marital conflict as he said, but then, they weren't widely disseminated, we found great results, we were all excited and the grant died and so do the program which is really disheartening, so that's why it's really great to see you guys all here today and focusing on dissemination, that's really awesome and I'm very excited you all are doing that, so the big question, where I think a lot of people get stuck, is on how do we disseminate interventions with evidence to a wider audience and I know that's where, at least with my advisor, where he go stuck is because how do you get the funding and how do you continue to do this. So, a little bit of background about what I will presenting today, this is based on some findings from a program developers workgroup, this is an inner agency federal workgroup that's been going on since 2012 and the goal has been to address the question how, how can we better help program developers be able to disseminate programs and so what this group did is, they interviewed a variety of program developers, I believe it was approximately 10 or 11 from all different sorts of fields and they had a standard set of research questions such as what was the first step you took in disseminating your model, what are different lessons learned, did you have a business plan, to help understand about how successful program or how program developers, who were successful in disseminating, actually were able to do so, so that hopefully we could come away with understanding a little bit more about what it takes to actually be able to disseminate a program successfully and so then my job is, I wasn't actually involved in the developers' workgroup from

the beginning, my supervisor came to me and said, here is a bunch a interviews, I want you to summarize them, come up with different pathways and take all messages and it sounded like a very, nah, I shouldn't say very easy, but I was like, okay, I got this, but then, I actually looked at what all the program developers said and I discovered that dissemination is not an easy process. I created this really complex flow chart with errors going everywhere and boxes and I remember my supervisor looked at me and she was just like, this isn't helpful, which was really great to hear because I worked really hard on that, but what it allowed me to do was to take a step a back and say, all right, there is not one simple pathway or one simple step-by-step plan on how to do this, which is actually, I think, really encouraging for you all is that you can disseminate in a variety of different fashions and how it impacts, so there is not necessarily a right or wrong way. So, what I realized is that, before you begin disseminating, there are some very important questions that you should ask yourself and this will help you understand potentially different avenues that may be better for you to take versus others, such as, has the program been empirically tested. I believe a part of your grant is to actually empirically test your program and see whether or not it works, so that's great and hopefully your findings come out, that your program was successful with various outcomes and so you can check off that box, but then the next question to ask yourself is how has the program been replicated? There are some debate on whether or not you need to replicate your program in order to disseminate it, but thinking about how much this matters to you and so whether or not you've just tested this program in one setting or whether or not before you really disseminate on a large scale, you want to test this in multiple settings to fully understand where your program works and may not work. Another really important question is, is there a demand for my program, so I've heard a lot of talk this morning about, for instance, marketing and creating this great package, but taking a step back and saying, is there a demand for my program, really thinking about who are the stakeholders that are going to be interested in your program because those are going to be the people that you want to target when you are doing your

dissemination. Also, thinking about how is my program unique and that's really important because there is a lot of different programs out here that are targeting teen pregnancy prevention and there is also a lot that have already been done out there and being marketed is thinking about how is my program unique and how involved do I, as a program developer, want to be in the dissemination process and so do you want to be the person that's actually answering the calls, packaging the materials and marketing or is it something that you prefer someone else to do and really gauging your involvement because that's going to have a large impact on what type of avenue you are going to pursue and the last question is this, do I have the infrastructure to support dissemination? We heard this from multiple program developers about how much time and energy it actually takes to disseminate your program, so thinking about do you have the infrastructure, is this just you, do you have, someone else said they have 14 other team members, you know, how many people are really involved and how many people are invested in getting this program disseminated as well as thinking about do you have the knowledge on marketing and dissemination, which it sounds like you are getting here today and on packaging which is all great. So, now, I'm going transition to talking a little bit about some different strategies and pathways that you can think about when going to the next step. So, the first question is, so, I know I have a program that I want to disseminate, now what, so do I want to start small or would I prefer to disseminate on a larger scale and I will tell you what I mean. So, if you want to start small, there are two different ways you can think about this, is focusing on either program replication or on increasing the demand and increasing visibility on your program and so rather than going out and trying to do a national large-scale campaign and get the word out, create a website and then do a large-scale marketing, may be you want to start a little bit smaller in the field. So, if you want to focus on program replication, this can be a good option if you feel like there is may be not enough evidence for you program, you can further replicate it. So, for instance, you tested in one site, you want to know what other types of populations that's may be good for your program. A good form of replication is to replicate it across different

samples. So, for instance, when program developer talked about how the original intervention was tested in the primarily middle-class suburban sample, so then they went to more lower income urban sample to see if the finding still hold and to see if any adaptations needed to take place before they could fully market it, that also help them to understand exactly who to target and who this program would be good for, that can be really important. When doing this, a big question though is, how do you fund this because this all sounds great, but if you don't have funding, how you are actually going to be able to replicate it? So, some particular options that the program developer spoke about is looking into government funding again and seeing if there are other grants such as the one you received and replicating again on a larger scale, a program developer did one site study at a very small grant and then he was able to get a grant from the Department of Justice and replicate his study in five different sites across the country, help to increase his visibility as well as increase the evidence behind his program and there can never be enough evidence, in my opinion, behind your program and so the more evidence you have, the more credibility you have and then the more appealing you can be when it comes to actually marketing and getting it out there and talking to people. Also, foundations, they can be a great avenue. Some foundations that came up in the interviews was like the Annie Casey Foundation, Robert Wood Johnson Foundation, there is a whole plethora of other ones that are really interested in this line of work and do want to fund program replication because they understand the importance of it. So, if you think you have enough evidence and replicability is not where you want to aim, think about increasing your program's visibility and this may sound really simple and very basic, but what we found in the interviews, this is actually really tricky. One of the biggest tricks is, for instance, presenting at conferences or workshops and that may sound like, well, of course we are going to go present at a conference or a workshop, but the trick here is to really target where you present according to the stakeholders, so thinking about again who is going to be interested in your program, so in graduate school we presented a lot of our research at the Society for

Research in Child Development, it's a huge conference, thousands of researchers go there and you would think it would be a great avenue except the people who we want to actually implement this program are practitioners and they are not there and so they were not actually hearing about it, it's other researchers and other researchers have their own programs and aren't necessarily going to come up to you afterwards and say, wow, that's great, can I have it, they want to create their own and do their own thing. So, really target it that way and you can think on like, you know, a local level, going to community organizations and doing a workshop that way, just even thinking about, again, really targeting the stakeholders, people who are interested in that population, publishing high impact journals or other really visible sources, this, when a program developer talked about how he published his study and I think it was the journal of, I think it was (Inaudible) and what happened was, and there is some luck involved, the Children's Bureau came out with a call for studies or a funding opportunity announcement for interventions aimed at exactly what he studied and as it turned out, he was one of the only people that had an intervention focused on that area and so when people did a literature search, his is the one that came up and then it just boomed from there and he didn't have the infrastructure to actually support that, so we will get into that in a little bit, but thinking about ways you can get it out there and that's a really cheap and I don't want to say easy because publishing is hard, but it can be a great avenue and you can also work on getting local media attention and getting the word out there. I don't really have too much advice on that (inaudible) talk about that, but that can be one great avenue someone did say. So, if you think you have enough visibility and you also think that you have enough replicability there and so you feel confident, you want to go on a larger scale and so I know there has been a lot of talk about the packaging and what it's going to look like, so let's talk about what you should probably have behind the scenes before you really do a large-scale thing. There are three different pathways to really think about, is deciding about your level of involvement as I briefly touched on earlier, building up the infrastructure to be able to support dissemination as well as

thinking about copyright issues, so I will briefly talk through each of these and so when you are deciding about your level of involvement, you want to think about is, do you want to be the one actually doing the dissemination, is it going to be you personally, is there going to be a team of people, how is that going to work or would you prefer to hand this off to somebody else such as an intermediary organization and that can be really tricky because you, this also factors into how much control do you want to have over how it gets disseminated and who it gets disseminated to and also how adaptations will be handled because if you are handing this off to somebody else, it will be less likelihood that you have this much control. Thinking about your program's infrastructure is, do you have the adequate infrastructure needed to actually make the dissemination process. If not, building up that infrastructure is going to make the dissemination process significantly easier for you and not as stressful. So, thinking about, in your organization or in your university, will people let you take 30 or 40 hours and work on the dissemination of this project or is this something you have to do behind the scenes. If it's something you have to do behind the scenes, well, how are you going to do that and how are you going to balance all of the multiple demands there and so, as part of this, really consider creating a business plan, this is one thing that was, a program developer said that I thought was really interesting because he said what was really helpful about having a business plan is it allowed him to take a step back and say, are people actually interested in my program and if so, who are those people and how can I target them because I like to believe that if you are here, you think your product is good, but the trick is, are other people going to think it's good, thinking about how you are going to target that and work through that and so ways to build a larger program infrastructure is to form collaborative partnerships with other institutions or even within your own institution, so getting other people in your organization on board, getting your managers or your supervisors or bosses on board to support this and pulling on other staff to help with this because again, it is a really time-consuming process, so the more hands on board, sometimes it can be the better because you want to think about

when, for instance, the calls or the e-mails come through, are you going to be the one responding to it, who is going to respond to it, who is going to work on packaging it, who is going to work on photocopying, all of that, there is all these smaller steps in there that you have to think about and be aware and some ways that you can do to help buildup the infrastructure is actually there is a lot of federal funding for this which I was not aware of. There is grants called SBIRs and I tried to do some research before this to find out specific ones that would applicable to this type of work and I didn't have enough time and find some luck, so if you guys have questions about that, I can look into this further but that's what several program developers said helped them because it gave them some funding to help buildup a larger infrastructure to help get the program off the ground, so then it could sustain on its own and then you wouldn't need that help in a long run or another grant that some individuals talked about was an NIH P30, that was also really helpful and there is also intermediary organizations within, that are local, that can be really helpful with that and their entire job is to help small businesses get off the ground and help you walk through what you need, so help you walk through what you need to actually build an adequate infrastructure there needed to properly disseminate and the one other really important thing before you go off and really largely disseminate, this came up earlier, was about copyright, I heard some talk over here about copyright and so this is important to think about how you are going to deal with that and you have a couple different options, so you don't have to copyright the program, you don't have to, but then there are some issues there or you yourself can maintain the copyright or you can have your organization or your university house the copyright or give the copyright to a third party, another intermediary organization who is going to be doing the disseminating and so some tricky things here that the program developers that we interviewed talked about was, if your program began in an organization or in a university, there is a lot to work out with who actually owns the copyright and the trick to one of the things to think about here is, if you leave the organization or if you leave the university, can the copyright

go with you or does it stay there with you as the program developer and so, if after you've answered those questions, you are still ready to go on a full large scale, the ultimate end outcomes that we found for the program developers were they started either a non-profit or they started a for-profit or they teamed up with an intermediary organization who ultimately ran with the program and so I know we are in the very beginning stages here but thinking about in a long run where you want to go with your program, these are some various options you can to have your program stand alone by itself. Some other considerations when disseminating a program that came up as being very important, are thinking about whether or not you are open to your program being adapted. I believe one of the sessions that you are going to have here is going to focus on adaptations and that is a really important thing to think about and there's been actually tons of sessions across the Federal Government and workshops focused on this which is great and it may sound like a simple thing, but it can be really complicated because you want to think about, are you open to your program being adapted and if so, how involved do you want to be in the program adaptations? Do you want each and every adaptation to be empirically tested before you can say, it's okay and tell other program developers they can do that or you are okay with people adapting it because in real life everything can't work just in the way it did in this one type of setting and also thinking about how you want to record those and whether or not every time an adaptation takes place, do you want them to come to you and let you know that that's happening or you are okay with just adaptations just taking place. When packaging your material one thing that a lot of program developers talked about as being important is having a program fidelity monitoring tool and what this allows is to help ensure that the people who are actually implementing your program are doing it according to fidelity because if they are not, it can be really tricky to get the same outcomes that you did and so if they don't get the same outcomes that you did, they could be really disappointed and not want to further use your program, but if you have the fidelity monitoring tool that can be one way to say, well, you didn't implement it with fidelity, let's talk about how we can change

that to help ensure the fidelity of your program and also ensure that what your program is meant to do it can do and one of the last things is thinking about do I have a logic model and although this is something that really should be done in the very beginning when you are creating a program, a lot of program developers talked about the importance of having this when you are packaging your material and when you are giving it to consumers because they are going to help consumers understand exactly what your program is meant to do and how it's meant to do it and if you do have that, you want to make sure it's clearly articulated and easily understood, take out the theoretical jargon, different terms that, you know, may be you are used to using, but, you know, a layman isn't, so just make it really simple and easily understood. All right, so that's kind of the gist of what we found out from the workgroup and so I can open up to any questions if you all have.