

## Moving Science into Practice

Peggy Hill

Director, Program Development, Nurse-Family Partnership National Office



## Stages of Work Moving Programs into Wide Practice

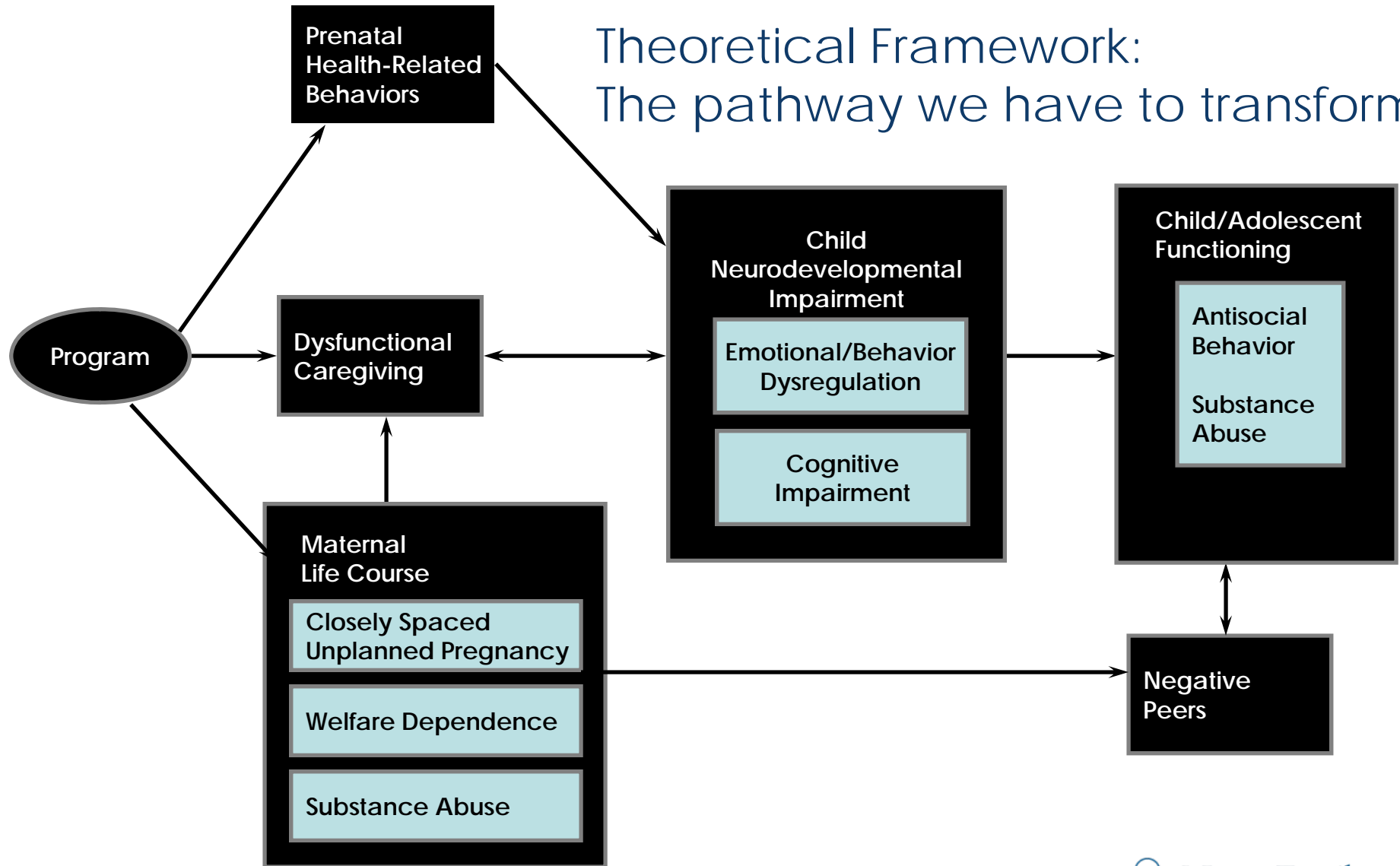
- Design the intervention applying underlying theory/research
- Determine its efficacy and effectiveness
- Define what needs to be replicated, by whom
- Design implementation supports to enable people to do the right things
- Design a monitoring/QI system so you know if the right things are happening and if the results are consistent with your goals
- Assure that policy/financing supports sustain high quality
- Enlist stakeholders in new settings to foster best practice

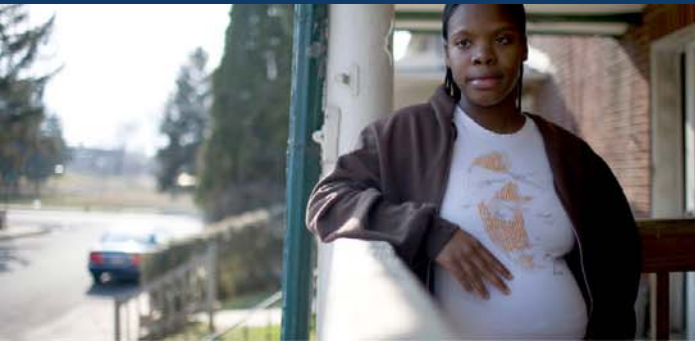


Baltimore, 1970

Initial  
approach to  
program model  
development

## Theoretical Framework: The pathway we have to transform





## Program Goals

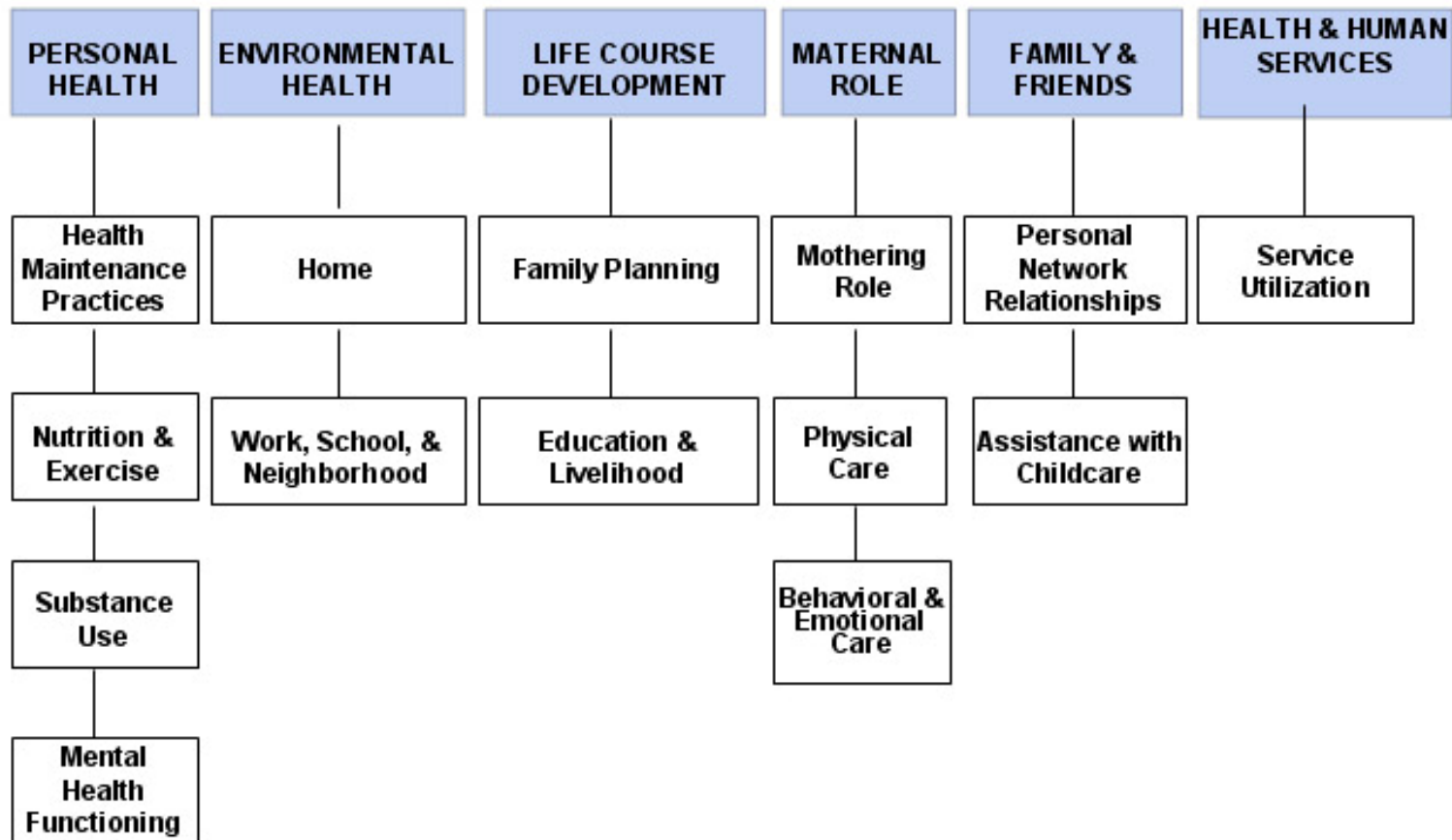
- Improve pregnancy health and outcomes
- Improve child health and development
- Improve parents' economic self-sufficiency

## Key Program Components

- First-time, at-risk mothers
- Begin during pregnancy
- Registered nurses
- Intensive home visit schedule for 2 ½ years
- Focus intervention on specific domains of functioning related to logic model
- Closely monitor program quality



# Developing Guidance for Nursing Practice





# Model Developed and Tested Through Rigorous Research



**1977**  
Elmira, NY  
Participants: **400**  
Population: **Low-income whites**



**1988**  
Memphis, TN  
Participants: **1,139**  
Population: **Low-income blacks**



**1994**  
Denver, CO  
Participants: **735**  
Population: **Large Hispanic population**





## Program Efficacy and Effectiveness Demonstrated

- Results were clinically and statistically significant across hypothesized outcome domains in studies with scientifically strong methodology
- Results were replicated in different settings, with different populations
- Program impacted policy-relevant problems
- Cost-benefit analysis indicated the program was worth public investment in both social and economic terms

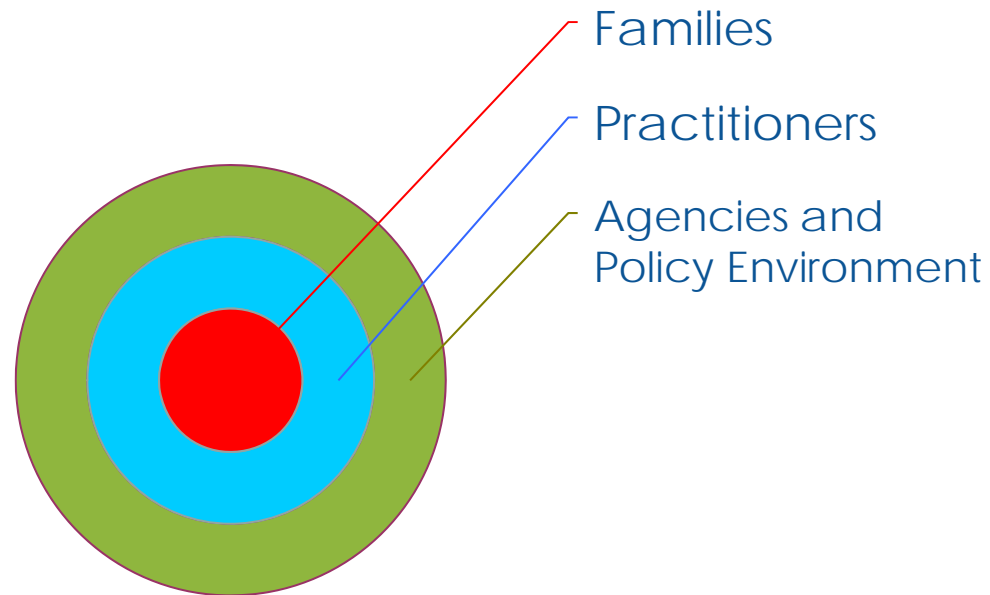


## Then What?

- Developed core principles for successful replication in light of the history of other social programs' failed or compromised replication efforts
- Developed logic model for the replication process
- Developed essential services to foster successful replication
- Measure implementation quality outcomes (relentlessly)
- Expect slippage – look for it, address it as quickly as possible
- Developed an organization devoted to this as its core mission – and a service-oriented business plan to assure the organization's fiscal sustainability
- Meet rapidly growing demand while simultaneously improving our services
- Create performance feedback loops and responsiveness to our customers
- Develop advocacy capacity to weather political and economic change



## Implementation Supports Should Exert Influence at Each Necessary Level to Assure Program Quality





## Program Development

- Resources for decision-making at state and local levels
- Guidance for feasibility assessment
- Guidance for local program implementation
- Guidance for financing and sustainability
- Marketing and advocacy support



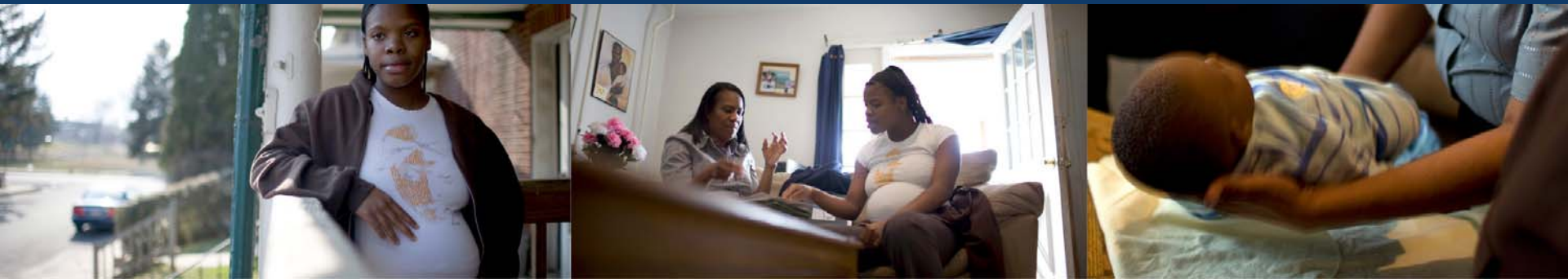
## Education

- **Well-defined practice competencies** and guidance for hiring nurses and supervisors
- **Well-developed guidelines** tied to key elements of nursing practice with families, developmentally-aligned
- **Teaching the underlying theory** of the model that would inform nursing judgment in the midst of chaotic circumstances
- **Experiential education** to support pre-service practice of key behavior change strategies
- **Emphasis on supervision** as the crucible for learning and development of practice excellence



## Coaching: Where People Really Learn

- Weekly 1:1 reflective supervision focused on practice
- Team meetings
- Case consultation
- Visit observations and feedback
- Joint review of performance data
- Coaching for supervisors from expert practitioners
- Building a community of practice to make excellence normative, recognized and rewarded



## Evaluation and Quality Improvement

- People pay attention to what gets measured
- People won't pay attention to anything if they're overwhelmed by too much data
- Measure important process variables (implementation)
- Measure carefully selected outcome indicators
- Don't expect practitioners to attend to evaluation data without support and a system for quality improvement that includes performance data, their experience, and context knowledge



## Marketing, Communications, and Advocacy

- What is our goal?
- How do we want the world to perceive us?
- Who needs to know what for us to succeed?
- What do we need stakeholders to do and decide?
- Who needs to help us and what do they need to succeed?
- What is our role in advocacy?
- How do we execute that role successfully?



## Leadership and Management

- Compass for the organization must be grounded in the benefits your program claims to produce for people
- Management must be outcome-oriented and philosophically consistent with your practice
- Recognize that leadership and management decisions within your organization do influence practice at the most local level
- Model adaptability and intellectual honesty



## Emergent Opportunities

- Demonstrated results generating increased attention nationally
- Rigorous approach earns respect – philanthropies who have invested in us have leveraged millions in public funding
- Significant federal policy and funding opportunities
- Exciting new expectations and influence



## Challenges Along the Way

- Avoid growing too fast to assure quality in all locations
- Staying honest (and a bit anxious, hovering allowed)
- Being willing to change, sometimes quickly
- Struggling to capture learning and share it throughout an increasingly large and complex organization
- Sharing responsibility and accountability with new partners
- Coming to grips with financing issues and political realities
- Changing our staffing approach to accommodate growth and the emerging service needs of our customers



## Reflections on the Journey

- Unassailable integrity is critical
- Always get better – keep learning and let your ‘students’ teach you
- Recognize the larger environment in which you operate and its impact on your success or failure – politics and policy matter
- Strategic opportunism as a principle
- Don’t let perfection get in the way of your greatness
- Remember who you’re really working for
- Have fun!



Enjoy the Ride!

*“It is not the strongest who survive, or the most intelligent. The ones who survive are those most adaptable to change.”*

*~~ Charles Darwin*



## For More Information

Peggy Hill, Director of Program Development  
Nurse-Family Partnership  
National Service Office  
1900 Grant Street, Ste 400  
Denver, Colorado 80203

Toll-Free (866) 864-5226

Peggy.Hill@nursefamilypartnership.org

[www.nursefamilypartnership.org](http://www.nursefamilypartnership.org)

