Barriers and Facilitators to Effective Implementation of an Evidence Based Intervention

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Background

- The Mpowerment Project (MP) is an evidence-based HIV prevention intervention (EBI) for young gay/bisexual men
- Developed a technology exchange system to help CBOs effectively implement MP
- Goals were to identify barriers and facilitators to successful implementation and to determine if providing specific capacity building assistance improved implementation
Core Elements

- Core Group
- Coordinators
- Project Space
- Publicity
- M-groups
- Outreach Events
- Venue-based Outreach
- Informal Outreach
- Community Advisory Board
Methods

- Longitudinal study of 72 CBOs implementing the Mpowerment Project
- 647 semi-structured telephone interviews with 1-5 staff at each CBO at baseline, 6, 12, and 24 month follow up intervals
- 1425 Technical Assistance Events (phone calls, e-mails, web-chats, mail & in person)
CBO Makeup

- Diverse range of CBOs among 72 agencies (e.g. AIDS Service Organizations, LGBTQ centers, Health Departments, Universities, Foundations)
- Variety of population sizes (30k to 11 million)
- Located in all regions of the US (31 states + DC and PR)
CBO Makeup
Served a variety of target populations (e.g. African American MSM, Latino MSM, Asian and Pacific Islander MSM, Trans women, monolingual Spanish speaking MSM)

Variety of budgets ($250k to $2 million+)
Qualitative Data Sources

Semi-structured telephone interviews (N=647)

Topics noted

• How each core element is being implemented
• Adaptations made to the core elements
• Rationale for adaptation
• Problems encountered in implementation
• Approaches used to overcome challenges
Qualitative Data Sources

Field Notes/commentary from 1425 Technical Assistance Events (phone calls, e-mails, web-chats & in person)

Topics noted

• Barriers and facilitators to implementation fidelity
• Problems encountered in implementation
• Approaches used to overcome challenges
Qualitative Data Analysis

For both sources of data:

- Investigators regularly reviewed interview summaries and TA notes
- Bi-weekly meetings to discuss TA notes and interview summarizer
- Discussions focused on barriers and facilitators to effective implementation and how to address them in TA
- Analytical codes applied to relevant sections of each data source and entered into qualitative database
Qualitative Data Analysis

- Barriers and facilitators to implementation was the overarching thematic framework used across the data analysis.

- Principles of Framework Analysis guided the analytic process, allowing the research team to use the predetermined thematic framework, as well as to capture emergent codes within the data.

- Codebook finalized after reviewing approximately 200 interview summaries and field notes, then applied across the dataset.
Qualitative Data Analysis

**Key themes** emerged associated with successful implementation of MP in **three general categories**:

- HIV Prevention System Factors
- Community Factors
- Intervention Factors

*Systems Factors and Intervention Factors affected implementation more than Community Factors*
HIV Prevention System Factors

- The Entire HIV Prevention System Affects Intervention Implementation
- Knowledge About Intervention
- Belief in Efficacy of Intervention
- Desire to Change Agency’s Existing Prevention Approach
- Planning for Intervention Before Implementation
- Accountability for Work
- Evaluation of Intervention’s Functioning
- Appropriateness and Capacity of Individuals for Coordinator Positions
- Organizational Stability
HIV Prevention System Factors

The Entire HIV Prevention System Affects Implementation

"When he [the coordinator] met with XXX, the guy from the health department...they don’t want to pay for him to do activities that are associated with social events [a major Core Element of the intervention]...they only want to pay him to do the M-groups and the outreach."
Community Factors

• Geography

• Sociopolitical Context
Community Factors

Sociopolitical Context

"Publicity was hard because they couldn’t even have a website that was geared toward gay men because the county is so conservative and the funder [the county health department] didn’t want to risk creating a commotion."
Intervention Factors

- Intervention Characteristics
- Adaptation Issues
Intervention Factors

Intervention Characteristics

“When he went to Atlanta [to a conference], he saw a presenter [connected with the MP research] and he talked to him and went to his presentation, and at the time they didn’t like the intervention because they thought that they [the researchers] had all this money to do it and it wasn’t the real world...because they were talking to CBOs that were working on shoestring budgets and they don’t have lots of money for training and planning like they [the researchers] had.”
Forces impacting implementation
Conclusions

- Capacity building should address the entire system in which a program is implemented, from front line staff through to EDs and Funders.

- Seek alignment of goals and a shared understanding about the intervention to achieve “buy in” before actual implementation.

- Capacity building should encourage reflection and analysis about the program’s functioning.
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