issue **18**

Winter / Spring 2021

your regular **cross-disciplinary** update from the **UK Implementation Society**

IMPLEMENTATION
knowledge and news

inside this issue

trustees wanted!

Be part of a busy group committed to growing and supporting the implementation field in the UK.

Do you work in practice, or policy, or research with an implementation or improvement focus?

The UK-IS Board is seeking colleagues from within the Society membership to join us as new Trustees. We're looking for people with a strong commitment to evidence-informed implementation or improvement, some familiarity with emerging thinking about good practice in this growing field, and above all a keen enthusiasm for supporting those who work in it, whatever sector they are in. We're looking for creative and energetic colleagues at any stage of their career who are prepared to be hands-on and who can help us widen the representation on the Board and take the Society forward into 2020 and beyond.

If you think you may be interested in the role, contact the Chair for an informal chat at dghate@cevi.org.uk

Check out the current board members on our website **here**

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Welcome to the Winter/Spring 2021 edition of Implementation Knowledge and News

Welcome all UK-IS members to the Winter/Spring edition of UK Implementation Knowledge and News. Yes, Spring, I know, it's a tad aspirant, but we feel it's important to stay positive in these challenging times. Also, I spotted a primrose in the hedge outside my house yesterday, so I feel confidently evidence-based about this.

Despite the continuing frustrations of national lockdown across all the nations of the UK not to mention elsewhere, there's a heartening bundle of news from across the world to include in this edition, including several significant upcoming events. We're also delighted to make good on our promise in the last edition to pursue actively our relationships with other implementation networks by featuring an Abba-themed update from our new Hon. Board observer from the European Implementation Collaborative Alex Ziemann, as well as news

of a forthcoming meeting of the Ireland and Northern Ireland Implementation Network to which UK-IS members are warmly invited. We also continue our series where you can meet members of the UK-IS board – this edition, meet Emma Ross, a social care practice leader in the North of England.

Finally, a big thank you to Dr Andrew Walker at the Health Innovation Network and Penny Matthews at UK-IS for providing high quality content and design and layout inputs in order to make this edition of the bulletin happen, again!

Deborah Ghate, Chair.

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Save the Date: Virtual meeting of the Implementation Network to take place in April 2021

Implementation Network of Ireland and Northern Ireland

The 21st meeting of the Implementation Network of Ireland and Northern Ireland is due to take place online in April 2021. This will be the Network's second virtual meeting and will build on the first virtual meeting in October 2020, which was attended by over 60 participants, had 3 excellent speakers and lively small group discussions. *Exact date to be confirmed.*

If you would like more information about the network and how to join, email snevin@effectiveservices.org

Please forward all submissions for the next issue to the Society's Knowledge Resources Officer, Andrew Walker, by 26th March 2021 at admin@ukimplementation.org.uk
Submissions are welcomed from members and non-members alike

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opportunities

Doctoral Fellowship

Northumbria University is offering a PhD fellowship on the Development and testing of a methodological framework for the economics of implementation science. Deadline is 29 January 2021. ***More …***

Evidera

Research Scientist (Implementation Science) in Patient-Centred Research

Evidera is currently looking a Research Scientist focusing on Implementation Science. This role will focus on delivering implementation science projects. There are opportunities in the UK and US. ***More …***

Implementation Science Global Job Board

University of Washington's global notice board for roles and opportunities in implementation science. ***More …***

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book review

Handbook on Implementation Science:
(Eds P Nilsen and S Birken, 2020)

In the recently published Handbook on Implementation Science, Nilsen and Birken present a comprehensive and accessible overview to the field's multidisciplinary history, key theoretical approaches and concepts, and methods.

Nilsen kicks off with an introduction that provides a useful foundation for making sense of the array of theories, models and frameworks (TMF) in implementation (drawing on his earlier work e.g. Nilsen 2015). This is followed by series of chapters each focusing on a key TMF from the field with a summary of the concept and its application written by the originator. These chapters are an excellent place to start for people who want to an overview of the key TMF 'straight from the horse's mouth' e.g. May on Normalization Process Theory, Damschroder on the Consolidated Framework for Implementation Research (CFIR), Michie on the Behaviour Change Wheel, etc.

Once you have the theory under your belt, the second part of the book addresses the key concepts in implementation science i.e. strategies, context, outcomes, fidelity, adaptation and sustainability. Again, the chapters are written by people who have led the field in developing our thinking on these key concepts e.g. Proctor on outcomes, Carroll on fidelity. I particularly enjoyed Lennox's chapter, which gives a great synthesis of the evidence for sustainability (building on earlier work, Lennox et al 2019). Part three explores implementation science from a range of perspectives, such as individual behaviour change, organisations, and policy. Helpfully, there is also a chapter discussing improvement science (in contrast to implementation science), which can often be an area of confusion for people new to the field or for those who coming from a quality improvement perspective.

The final section of the book is about doing implementation science research. The section starts by bring us full circle back to TMF with a chapter by Birken giving us guidance on selecting a theoretical approach when doing implementation science research (linked to her work on theory selection e.g. Birken et al 2017, Birken et al 2018). This is followed by a series of chapters outlining different approaches to undertaking implementation science research, which include hybrid trial and mixed methods designs, ethnography, social network analysis, and realist evaluation.

Nilsen and Birken have done great work as Editors in producing a book that provides a clear and comprehensive framework to help readers make sense of and navigate the science implementation directly from the key thinkers in the field. It offers a useful entry point into the wealth of evidence underpinning the field. Whilst the hardback isn't cheap (£157.50), the eBook is more accessible at £48. It's definitely a key text to ask your university library to buy for students and researchers of implementation science.

Handbook on Implementation Science (2020) is edited by Per Nilsen, Department of Health, Medicine and Caring Sciences, Linköping University (Sweden) and Sarah A. Birken, Wake Forest School of Medicine (USA) and published by Edward Elgar Publishing.

The eBook version is priced from £22/$31 from Google Play, ebooks.com and other eBook vendors, while in print the book can be ordered from the Edward Elgar Publishing website.

Andrew Walker (PhD) is Head of Evaluation and Implementation Science at the Health Innovation Network (Academic Health Science Network for south London) and Board member of the UK Implementation Society.

upcoming events

meetings, seminars/talks, conferences, courses and calls for papers

IMPACT conference

The 1st conference of the Swiss Implementation Science Network (IMPACT). Virtual Opening Event on January 22, 2021 - Keynote speakers include Professor Dr Michel Wensing, chief editor of Implementation Science (University of Heidelberg, Germany), Dr Cynthia Vinson, senior advisor for implementation science in the USA's National Cancer Institute Division of Cancer Control and Population Sciences in Washington, DC. Virtual Implementation Science Masterclass Series starting 27 January, 2021. Contributors will include international experts Professor Dr. Leah Zullig (Duke University, USA), Professor Byron Powell (Washington University, St. Louis, USA) and Dr. Cynthia Vinson. ***More …***

Advancing Implementation Science with Organisational Theory Webinar

24 February 2021. The first of three webinars leading up to the 2021 European Implementation Event in May. The session will introduce the OTIS – Organization Theory for Implementation Science – tool and its use in implementation research. It will be led by Associate Professor Sarah Birken, Wake Forest Medical School, Associate Professor Jennifer Leeman, University of North Carolina at Chapel Hill (US) and Professor Per Nilsen, Linköping University (Sweden). ***More …***

ImpleMentAll Project Conference: Getting eHealth implementation right

16-17 March 2021 – The conference will present the findings from the ImpleMentAll project, which has developed an online toolkit specifically designed and tested for improving implementation outcomes through developing, applying, and evaluating implementation strategies that are tailored to the local context and needs.Registration for the online conference will open on 1 February 2021. ***More …***

Evidence and Implementation Summit 2021, Sydney, Australia

30-31 March 2021 - EIS 2021 theme is Bringing together evidence, implementation, policy, and politics: Towards a better future for all. It will be a hybrid event, with full online and in-person programs. It is a forum for sharing the latest research in evidence synthesis and implementation science and exchanging practical strategies that will best support the effective uptake of evidence in practice and policy. ***More …***

The European Implementation Event 2021

27-28 May 2021 - The EIE2020 will brings together individuals and organisations engaged in synthesising, translating, adopting and implementing evidence in human service practice and policy. The theme for the conference is 'Crossing Borders – Overcoming Boundaries: Implementation for a new decade'. ***More …***

NIHR Collaborative Learning Event

March 23rd 2021 on-line - Making Implementation Happen through Capacity and Capability Building. The focus for this event is to share learning on implementation, evaluation, adoption, and scaling up of effective interventions in Public Health and Social Care; and to establish a collaborative network to support development of knowledge and skills in understanding implementation and implementation research. ***More …***

Call for papers - An open access cross-journal collection on 'Developments in global tobacco and alcohol policy'

Alcohol and tobacco rank as some of the most harmful psychoactive substances, and are leading causes of morbidity and mortality that can cause harm to individuals and society more widely. 7 leading healthcare journals are collaborating to publish an open access collection on tobacco and alcohol policy, which includes innovation in alcohol and tobacco policy and policy development, and the implementation and evaluation of policies and their effects. ***More …***

POSTPONED

Global Evidence Summit (GES 2) - postponed until 2023
The 5th Fuse International Conference
EMBLive – all events have been cancelled until further notice

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courses

Inspiring Change 2.0

This mini-course provides a high-level overview on how to create impact with evidence-based implementation. It aims to help participants to understand what evidence-based implementation is and how to proactively plan for change and how process models, theories, and frameworks can be the backbone of your change plan. Enrolment opens in February 2021. ***More …***

Implementation, Spread, and Scale (course)

This is an 8-module course on how to plan for implementation, spread, and scale offered by The Center For Implementation. The course aims to help participants to:

(1) Understand and describe the role of implementation teams, implementation supports and the need for effective team and inter-organizational functioning;

(2) Assess readiness, organizational fit, and the implementation context;

(3) Plan for adaptations and sustainability;

(4) Consider implementation from a systems perspective.

Enrolment opens in March 2021. ***More …***

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knowledge resources

Guide to supporting implementation, improving evaluation

Implementation and improvement science researchers at ARC South London have developed an interactive resource to support the rapid implementation and evaluation of health and social care innovations, interventions and new services during, and after, the Covid-19 pandemic. The development of the resource was led by Dr Louise Hull, deputy lead of the implementation research theme at the NIHR ARC South London, and was a collaborative effort, including researchers from King's Improvement Science, funded by King's Health Partners, and the Health Innovation Network. *More …*

Proceedings of the Virtual 3rd UK Implementation Science Research Conference (2020)

Published in December 2020 in Implementation Science as open access are the proceeding of the 3rd Implementation Science Research Conference from July 2020. *More …*

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eic

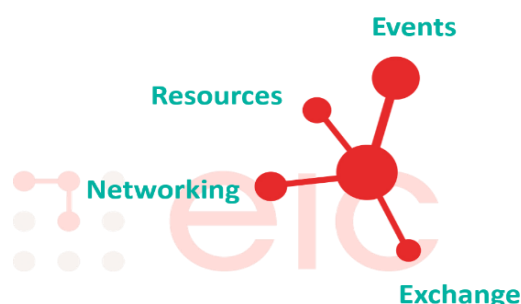# Eurpoean Implementation Collaborative

With the rescheduled European Implementation Event coming to a screen near you in a very short while, Implementation Knowledge and News is delighted to feature this piece from our new Honorary Board observer Alex Ziemann, who sits on the Board of the European Implementation Collaboration, and who is on a mission to help build stronger bridges between UK-IS and EIC. Need an antidote to Brexit? Clearly a *BIG* Abba fan, read on for Alex's news on big changes at EIC and how you can benefit from our closer ties with our European Implementation colleagues.

Take a Chance on Me!
What the European Implementation Collaborative can do for you

Hello fellow UK-IS members! I'm Alex Ziemann and I am very happy to join the UK-IS Board as Honorary member to create a closer connection with the European Implementation Collaborative (EIC). With the recent (re-election of the new Board and Chair, the EIC is currently defining their agenda for the next two years. One ambition is to link closer with national implementation networks in Europe and create synergies. I would like to use this opportunity to say "Hello!" and give you an update on what the EIC is up to and what might be in it for you…

The Name of the Game >> What is the EIC?

The EIC is all about connecting implementation scientists and practitioners across Europe from a broad range of human services (and of course including the UK). It also brings together organisations and national implementation networks in Europe to foster exchange of knowledge and promote a greater awareness of implementation across European welfare systems. The EIC does that by creating an infrastructure for cross-European exchange, developing a common Europe-specific knowledge base, and contributing a European perspective to the global implementation community… which brings us to the question…

Gimme! Gimme! Gimme! >> What can the EIC do for you?

Events
Resources
Networking
Exchange

Want to learn more about European implementation science and practice? Connect and exchange with European colleagues? Take a dive into the growing repository of implementation resources and blogs compiled on the EIC website, attend events organised by European organisations and national networks, and get to know EIC members.

Looking for European collaborators in a new implementation effort? Organising an event and looking for European attendees? Creating new implementation knowledge of interest to a European audience? If you join EIC, EIC can promote your message in their EIC member newsletter and via their social media channels and include your output in their online repository. At the moment, the EIC is compiling a new repository of implementation education and training opportunities across Europe – so please share your course information to be included in the list.

Become a member of the EIC (for free), get in touch, and connect on Twitter or LinkedIn.

eic
https://implementation.eu/

 @implementEIC

 https://www.linkedin.com/groups/5101581/

Super Trouper >> Join the new big event in your implementation agenda: #EIE2021

There is new kid on the block, the European Implementation Event (EIE2021) will happen for the first time on 27-28 May 2021.

CROSSING BORDERS – CHANGING BOUNDARIES
Live Online – May 27 & 28 2021
Call for Covid-19 abstracts closes January 25, 2021
We'd be delighted to see you!

european
IMPLEMENTATION EVENT

The event's theme is – fittingly – "Crossing Borders – Overcoming Boundaries: Implementation For A New Decade". The first border the event helps us to cross is that we don't have to travel to the Netherlands to attend the EIE2021 (however much we would actually wish for that to be the case at the moment...) but the event will be held fully online on two half days. However, it will not be your usual and tiring zoom-meeting-like-nightmare but the EIE hosts are committed to making this an innovative, engaging, and collaborative online conference experience – look forward to "riding the knowledge wave", become a "spect-actor", and concluding "Yes, we can!" (...the conference programme will be announced soon).

Further borders that the event intends to cross are those between science and practice and between sectors and disciplines, the event has something to offer to you, if you are 'doing' or 'studying' implementation, if you are focusing on health, social work, or education, if you bring perspectives from sociology, psychology, organisational theory, or political science.

And UK-IS is helping to cross more borders: We will join forces with the other European national networks and host a special session together focusing on a topic close to our hearts and in which national networks have a key role to play (...stay tuned...).

You can still submit your abstract focusing on the role of implementation for adjusting to a post-COVID-19 normality until **25 January 2021.**

You can register at an early bird rate until 28 February.

EIE2021 pre-event webinar: Learn how to use organisation theory

WEBINAR

Can't wait for the #EIE2021 to happen?
A series of pre-event webinars will be held in the months leading up to EIE2021 in May 2021.

The first webinar is on February 24th at 3 pm CET. A dream team of facilitators - Associate Professors Sarah Birken and Jennifer Leeman (US), and Professor Per Nilsen (SE) - will present on the 'Organization Theory for Implementation Science' (OTIS) tool and demonstrate how to use it.

The webinar is free to attend. Register at:
https://implementation.eu/event/summer-institute-on-implementation-science/

Dr Alexandra Ziemann is a Senior Research Fellow at the interdisciplinary Centre for Healthcare Innovation Research (CHIR) at City, University of London, which is a joint venture of the School of Health Sciences and the Business School. Alex worked at the Centre for Implementation Science at King's College London and CLAHRC South London beforehand.

Her background is in human geography and public health. Her research is focusing on improving the spread of health and social care innovations across different contexts within or across countries. She became an EIC Board Member in 2018 and has been re-elected for a second term from 2020-2022. She became an Honorary Board member of the UK Implementation Society in December 2020 to facilitate a closer exchange and collaboration between UK-IS and the EIC.

If you're a member of UK-IS and want to contact Alex with any ideas about how UK-IS and EIC can join forces in any capacity, feel free to do so at **admin@ukimplementation.org.uk**.

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news from UK-IS

Group Memberships - did you know that as well as welcoming individual members, the UK Implementation Society offers discounts for groups of five or more members joining together?

In 2018 we welcomed 7 members from Leeds Rethink team, and 22 members from CELCIS at the University of Strathclyde in 2019.

If you have colleagues who would like to benefit from membership in 2020, contact:

admin@ ukimplementation.org.uk

Bloggers Required

The UK-IS blog page is a great place to get your thoughts and observations about implementation science and practice into the public domain.

Contact our Commissioning Editor for Blogs, Mark Pearson at: admin@ ukimplementation.org.uk

Follow us on Twitter
We tweet and re-tweet regularly in between bulletins with news or comment on national and international developments, events and jobs in implementation science and practice.

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news from other networks

Implementation Network of Ireland and Northern Ireland – Virtual Meeting

Virtual meeting of the Implementation Network to take place in April 2021

The 21st meeting of the Implementation Network of Ireland and Northern Ireland is due to take place online in April 2021. This will be the Network's second virtual meeting and will build on the first virtual meeting in October 2020, which was attended by over 60 participants, had 3 excellent speakers and lively small group discussions.

Exact date to be confirmed.

If you would like more information about the network and how to join, email snevin@effectiveservices.org

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meet the board

Continuing our series of profiles of the UK Implementation Society Board, meet Emma Ross, Trustee and Programme Manager in Leeds City Council Children and Families Service.

Emma works at the sharp end of social care practice and gives us some insights into the continuing gap that can exist between on-the-ground practice, and the sometimes ivory tower feel of academic implementation science…….

Emma Ross and her home office PA

I am a registered mental health nurse and have worked in Child and Adolescent mental health for over 30 years. I am currently leading in Multisystemic Therapy (including MST,MST-CAN and MST-FIT) for Leeds City Council, which works with children, young people and their families using an evidence-based intensive family support model to prevent entry to care and reunify young people home from care. In Leeds I am also part of Rethink (in the Innovations team) and Futures (working with young people who have experienced the loss of an infant through care proceedings).

I was introduced to the science of implementation theories and practice approximately 12 years ago when I first started working with Multi-systemic Therapy, which uses an extremely thorough implementation approach to underpin its set up and ongoing delivery.

From a nursing perspective, using the nursing process (Assess, Plan, Implement, Evaluate) it all made rather beautiful sense and I have been a proponent ever since. My job requires that I am active in setting up new services and ensuring that they are effectively evaluated and I could not do this (or at least I could not do this well) without knowledge and understanding of implementation science and practice.

I find my role as Scientific Lead for UK-IS very exciting. I very much aspire to promote a useful dialogue between researchers and practitioners through this role, via workshops and events and representation of UK-IS at research conferences. There is a risk that our field becomes fractured over time between its academic and its practice arms – UK-IS is proactively trying to avoid such a rift by bringing together researchers and practitioners in everything that it does.

Over the last 4 years I have led on the creation and implementation of one part of a DfE-funded innovation programme in Leeds Children and Families services which has seen the implementation of an implementation team (the Rethink team) no less to enable wider service changes. This work has been very positively evaluated and has relied heavily on what we know both in theory and practice about how to best implement a new idea:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/932340/Leeds_Partners_in_Practice.pdf

The notion of a science around implementation is now becoming common language, at least within Leeds Children and Families services leadership, as it becomes more and more obvious to everyone how useful the methodology and the Rethink team themselves can be. For example, Rethink have been instrumental in supporting teams through developing COVID-19 responses and provided much needed structure where there might otherwise have been chaos. And similarly, the team are moving forward alongside a variety of services into the challenges and changes that will be necessary in the organisation post-COVID.

Implementation science in the past has often struggled to effectively engage with practice in meaningful or sustainable ways and for some, has been seen as a largely academic pursuit. UK-IS is of course actively endeavouring to change this – but I can tell you that it is not always easy being a nurse and a practitioner in a room full of academics - especially when the priorities and end goals around why we are talking to each other in the first place are not always the same. I think implementation theory might have something to say about that!

It would be great to have more practitioners involved as trustees and contributors within UK-IS because as we all know – what it looks like on paper or even in your best mind's eye is not always how it plays out in real life.

do you want access to other resources like this?

about us

Across the world, scientists, policy makers, funders and practitioners recognise that there is an implementation gap between what we know about effective services, and how we deliver them in practice.

In social care and in health and education as well as in other areas of services for people, the fields of implementation, improvement and innovation science and p actice are rapidly developing, aiming to pool knowledge and knowhow in order to bridge this gap more quickly.

The UK Implementation Society (UK-IS) is working to promote, increase and sustain knowledge and understanding of the science and practice of effective implementation. We bring together professionals and students working to share cross-disciplinary learning to address the implementation gap. UK-IS is funded entirely by donations and subscriptions.

Are you interested in improving the effectiveness of services using the latest knowledge from the globally developing field of implementation science and practice? If so Join the UK Implementation Society.

The Society was formed by an independent group of researchers, practice leaders, and policy professionals working in academia, central and local government and the third sector. It is one of a number of similar groups developing across the world.

The Society is for people who want to be part of a multidisciplinary learning community working towards the implementation of more effective services for people and communities. We are building a range of activities and resources to bring people together and develop the field in the UK.

Members have access to these opportunities:

- Meet and share learning with others working in policy, practice, and science across a wide range of services to people

- The option to be listed in the UK Implementation Society Online Directory of Members

- Reduced fees for learning and networking events, seminars and conferences both virtual and physical, at different locations around the UK

- Access and contribute to online and other resources including publications, learning resources, links and information on relevant events and developments in implementation science and practice around the world

SUBMISSIONS FOR THE NEXT ISSUE

Please forward all submissions for the next issue to the Society's Knowledge Resources Officer, Andrew Walker, by
Friday 26th March 2021
at admin@ukimplementation.org.uk
Submissions are welcomed from members and non-members alike

UK IMPLEMENTATION SOCIETY

Building capacity, sharing learning, and connecting professionals in implementation, improvement and innovation in services to people

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Contact us at
admin@ukimplementation.org.uk

To join and for more information on the Society visit:
www.ukimplementation.org.uk