

issue

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Autumn
2019

your regular cross-disciplinary
update from the
UK Implementation Society

IMPLEMENTATION

knowledge and news

global implementation conference 2019

Glasgow, 16-17 September
2019.

Focusing on 'Implementation for Impact', the GIC 2019 will engage the expanding global implementation community through dialogue and discussion on cutting edge implementation policy and practice and real-world examples of achieving impact, guided by effective implementation.

The organisers have announced the line-up of knowledgeable and insightful discussants for a series of 'State of the Field' plenary panels sessions as a core part of the programme.

View them here :
<https://gic.globalimplementation.org/programme/plenary-panel-sessions/>

Register here :
<https://gic.globalimplementation.org/registration/>



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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implementation week 2019

The first ever UK Implementation Week took place in central London this year from July 15th to the 19th.

The week was a resounding success and included two very well-attended UK-IS events, the KCL Masterclass and the sold-out 2nd UK Implementation Science Research Conference!



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www.ukimplementation.org.uk

July 15th - 19th
London

Implementation Week 2019

focusing on implementation science and its practice

Monday 15th July 2019 Implementation Science – a beginner's guide

Professionals from a diverse range of fields and disciplines gathered to learn more about implementation science from UK-IS Board members **Annette Boaz** and **Tom Jefford**.

Following a presentation covering the key concepts and ideas behind implementation science, the group looked at some applied examples and then worked in groups on specific scenarios.

The informal seminar style of the event facilitated a relaxed atmosphere with plenty of interesting questions and discussions.



Thursday 18th July 2019 2nd Implementation Science Research Conference 'Advancing the science of scaling up'

Thanks the organisers at KCL, UK-IS were able to offer one of our members, **Gill Parkinson** from Leeds City Council's Children and Families Service, a free place at the sold-out 2nd Implementation Science Research conference.

Gill found that the Conference was "really useful for me in reiterating the need for outstanding levels of communication and engagement at all levels of the system where implementation needs to take place and I will take this message back to share with colleagues."

Gill has written an informative and interesting blog for UK-IS with her reflections and key take-homes on some of the sessions she attended.

To read the blog in full, visit:
[www.ukimplementation.org.uk/
uk-is-blog](http://www.ukimplementation.org.uk/uk-is-blog)

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news from UK-IS

Professor Nick Sevdalis joins UK-IS board as Scientific Lead

We are delighted to welcome Professor **Nick Sevdalis** to the board of the UK Implementation Society.

An experimental psychologist by training, Nick is a Professor of Implementation Science and Patient Safety, Director of the Centre for Implementation Science at King's College London, Chief Editor of BMJ Simulation & Technology Enhanced Learning and Associate Editor of Implementation Science.

Nick has been a key figure in building the UK Implementation Science community through conferences and master classes held at King's.

Nick's role on the board will be to act as a scientific liaison, helping to keep the Society connected with the scientific community in the UK and overseas, and ensuring that the Society's outputs reflect high standards of evidence.



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implementation week 2019

Implementing Evidence in Practice -Grab the Tiger by the Tail

London plays The Implementation Game – and grabs the Tiger by the Tail.....Or the bull by the horns, depending on where you hail from...

In a **recent blog** on the UK-IS website, Deborah Gbate, Chair of the UK Implementation Society, reports on the final event of Implementation Week 2019, which was definitely worth waiting for.



Melanie Barwick, Senior Scientist at the Hospital for Sick Children in Toronto (internationally known as SickKids) and professor at the University of Toronto led a day-long workshop ably assisted by her long-time colleague **Jacquie Brown**, introducing UK implementation audiences to Melanie's latest educational tour de force, *The Implementation Game*.

The Implementation Game, based around the idea of a board game with playing cards, is essentially a simulation tool for innovation and implementation teams to think through implementation challenges and principles of effective practice using implementation science (IS) knowledge as a navigation process. It's not really a game (there are no winners and losers) but the play element makes the process a lot more fun than many other ways of learning about implementation.

You can create your own example or (recommended) use any of the exemplar scenarios provided in health, social care, education or public policy and away you go - working through dimensions of planning, design, implementation factors and steps, and evaluation aspects prompted by questions designed to trigger discussion, debate and problem-solving based in evidence-based implementation knowledge.



Carefully anchored to a mix of respected evidence-derived (North American) frameworks in IS, including Wandersman's Quality Implementation Framework (QIF), Damschroder's Consolidated Framework for Implementation Research (CFIR) and others, the Game provides a way for newbies to learn about and play with implementation thinking, but it also serves well as a projective tool for more experienced implementation teams to think through realistic policy and practice challenges and solutions in an engaged, interactive way.



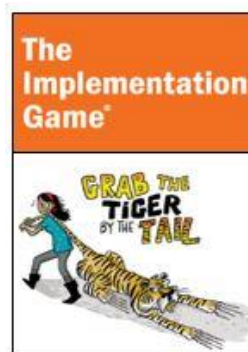
Melanie Barwick and Jacquie Brown

One of Melanie's refreshingly pragmatic key take-home messages was that you always need more than one theoretical framework when thinking about implementation projects in the real world - sticking religiously to one much-loved framework probably isn't going to serve all purposes equally well. Another - amply demonstrated when we all started to play the Game ourselves - was just how much time needs to be set aside for the preparation or pre-implementation stage of work. A lot, ie.

Melanie kindly left with the UK-IS office four Implementation Game playing kits, complete with boards, flash cards and worksheets to guide players through the process.

If you'd like to buy one, please contact Penny Matthews at UK-IS (admin@ukimplementation.org.uk). We can send them at UK carriage rates, which will reduce the cost to you substantially.

Find out more about *The Implementation Game* at Melanie's website: www.melaniebarwick.com



To read the blog full blog and see further pictures from the event, please visit:
<https://www.ukimplementation.org.uk/uk-is-blog>

upcoming events

meetings, seminars,
talks, call for abstracts,
conferences...



Social Outcomes Conference 2019, Oxford

5-6 September 2019 - Governments and international donor agencies are increasingly focused on outcomes (rather than the quantity or quality of activity). This conference will focus on models that encourage collaboration across sectors (such as outcomes-based commissioning, social impact bonds, outcomes funds, and place-based approaches) and is interested in exploring how well these approaches work in practice. **More...**

2019 Biennial SIRC Conference, Seattle, USA

12-14 September 2019 – the 5th Biennial SIRC Conference aims to explore the ways in which research, policy and practice intersect to advance the field and improve outcomes for populations served. Where does the “rubber meet the road” and how do our advances in implementation science have a direct and relevant impact on policies and programs in real world settings? **More...**

Global Implementation Conference (GIC) 2019, Glasgow

16-17 September 2019 – organised by the Global Implementation Society and the Centre for Excellence for Looked After Children in Scotland (CELCIS), GIC 2019 is focusing on ‘Implementation for Impact’. **More...**

International Forum on Quality and Safety, Taipei

18-20 September 2019 - The programme for the September Forum is now available and is themed ‘Transforming Quality for Tomorrow’. **More...**

training opportunities

Implementation Theory and Application in Health Care, Linköping, Sweden

4 September-28 November 2019 – This PhD-level course provides a broad introduction to the development of implementation science and the research conducted in this field. The aim is to increase understanding of the challenges of implementation in healthcare and convey in-depth knowledge concerning theories, models and frameworks that are of practical use in the participants’ own implementation studies. The course is taught in English. Work is conducted on a half-time basis and course participants meet in Linköping on three occasions for lectures and group discussions. Course materials are studied in between these meetings. **More...**

Put Quality Improvement into Practice, online

24 September 2019 – Supported by an expert faculty and a collaborative learning environment, the course aims at providing a step-by-step guide to describing and using foundational frameworks for improvement, formalising plans to improve something meaningful in your local setting, conducting and learning from small tests of change, collecting and analysing data about your system and planning for the long-term sustainability of improvements you have made. **More...**

Become an Improvement Coach, Birmingham, UK

1-3 October 2019 - This IHI course aims to develop participants skills and expertise in the Science of Improvement using the Model for Improvement as a roadmap for improvement projects and coaching staff on how to apply improvement concepts, methods, and tools in their everyday work. **More...**

Please forward all submissions for the next issue to the Society’s Knowledge Resources Officer, Andrew Walker, by 3rd December 2019 at admin@ukimplementation.org.uk
Submissions are welcomed from members and non-members alike

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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 2019, 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



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UK IMPLEMENTATION SOCIETY

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

Save the date

UK-IS will be supporting the **European Implementation Event 2020 (#EIE2020)**, which will take place on October 1st – 2nd 2020 in Rotterdam, Netherlands.

Pre-conference activities on September 30th 2020.

At the EIE2020, Implementation – the translation, uptake and integration of research findings within the daily routines of human services – takes centre stage.

Attendees will learn about latest, cutting-edge implementation science and practice; participate in inspiring and surprising discussions with international colleagues; expand their professional network; and be inspired by the diversity of this exciting discipline.

For more information, please visit:

<https://implementation.eu/european-implementation-event-2020/>



GET IN TOUCH via admin@ukimplementation.org.uk if you would like to be part of the UK-IS group supporting this event.



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Click bold titles for hyperlinks

Autumn 2019



other news

NIHR | National Institute for Health Research

CLAHRC South London secures funding to become Applied Research Collaboration

Over the summer, NIHR announced £135million investment in 15 ARCs (the new generation of CLAHRCs) to support applied health and care research that responds to, and meets, the needs of local populations and local health and care systems.

CLAHRC South London has been successful in a bid to secure up to £9 million funding over five years from NIHR to become the Applied Research Collaboration (ARC) South London.

NIHR ARC South London will be one of 15 ARCs across the country undertaking applied health and care research. The NIHR expects the ARCs to work closely with their local [Academic Health Science Networks](#) (AHSNs) to implement research into practice. Zoë Lelliott, acting chief executive at the Health Innovation Network, will join ARC South London as its implementation lead, helping the research themes to prioritise and support research into practice.

ARC South London will also conduct implementation science research and build capacity in the growing fields of implementation and improvement science through training, education and support for researchers and non-researchers. **More...**

Knowledge resources

Implementation Science At A Glance: A Guide For Cancer Control Practitioners (ISaaG)

Implementation Science at a Glance provides a succinct overview of this rapidly evolving field. Written by members of the NCI implementation Science team, the workbook uses summaries of key theories, methods, and models, to show how greater use of implementation science can support the effective adoption of evidence-based interventions. **More...**

Choosing implementation strategies for contextual barriers

This new piece of work by Waltz and colleagues (2019) explores the potential of linking contextual barriers identified using the Consolidated Framework for Implementation Research (CFIR) ([Damschroder et al, 2009](#)) with the most appropriate implementation strategies from the ERIC project ([Powell et al, 2015](#)). The authors admit that 'there are relatively few consistent relationships between CFIR-based barriers and ERIC implementation strategies.' However, it provides a useful contribution to how a more structured approach can be used to identify suitable strategies for specific barriers. A [CFIR-ERIC matching tool](#) has been developed from this work. **More...**

HSR&D Cyberseminar

This webinar describes an ethnographically-informed method of guided discussions developed for use by a multi-project national implementation program. It explores how this offers an effective means for capturing information on context, unfolding process and sensemaking, unexpected events, and diverse viewpoints, illustrating their value for use as part of an ethnographically-minded implementation approach. **More...**

The Science of Improvement on a Whiteboard!

A series of short videos by Robert Lloyd using a whiteboard to explore different aspects of the science of improvement, including Deming's System of Profound Knowledge, to the PDSA cycle, to run charts. **More...**

Implementation in Action bulletin

The Center for Implementation has an archive of back issues of their themed bulletins, which include 'Scaling-up Evidence-based Programs', 'Adaptations, Fidelity and the Adaptation-Impact Framework', and 'Doing Barriers and Facilitators Assessments with Limited Time and Resources'. **More...**

Inspiring Change: Creating impact with evidence-based implementation

This online mini-course on applying implementation science by the US-based Center for Implementation, aims to offer an overview of evidence-based approach to implementation, process models, theories and frameworks, and sharing tips on implementation. **More...**



Integrated Knowledge Translation for Implementation Science

A pressing concern for those concerned with implementation is how best to engage with stakeholders.

In her blog for UK-IS from September 2018, Anita Kothari highlights learnings, tensions and challenges from a Canadian approach designed to foster working with stakeholders to promote the implementation of research findings – a critical element of many implementation and improvement projects.

Integrated knowledge translation (IKT) is a model of collaborative research where researchers work with knowledge users who identify a problem and have the authority to embed the research recommendations. Perhaps slightly differently to research co-production, in IKT the emphasis is placed on shared decision-making during a research process. The focus is fixed on implementation of findings. Other characteristics of IKT include:

- joint refinement of the research questions and design; questions reflect needs from the practice/policy setting but are also of interest to the researcher
- knowledge user involvement in data collection, where possible, and joint data interpretation
- sharing of expertise (rather than trying to turn knowledge users into researchers)
- sharing of perspectives about the problem and the context, leading to a shared understanding of possible solutions
- joint development of a knowledge dissemination and implementation plan
- joint authorship of knowledge products resulting from the research

IKT is an ideal approach to implementation for several reasons. A better understanding of the context for implementation is surfaced during the collaborative process. In my experience, knowledge users are eager to discuss the program or policy legacy of similar initiatives, providing clues as to previous implementation barriers and facilitators. Knowledge users may be able to provide details about the current state of capacity to deliver new programs, or the ability to gain support for new policy direction. This is helpful in determining whether front line practitioners require additional skills development to deliver the new program effectively. Perhaps other resources, like IT support, are required to move the research findings forward. Finally, knowledge users can assist with aligning new programs or policies with current organizational priorities (or future ones). In short, an IKT approach leads the way for feasible implementation.

The first set of tensions is related to *the way in which we think about research, knowledge and evidence*:

TENSION or CHALLENGE	WHO NEEDS TO BE CONCERNED?
Positivity bias – that findings will be important enough to warrant discussion, action	<ul style="list-style-type: none"> • Policy or Practice Department • Researcher
Does it improve the science?	<ul style="list-style-type: none"> • Researcher • Funders • Scientific Community

Below I offer some observations to launch further discussions about the role of IKT and implementation science. These comments are based on my extensive experience conducting or participating in IKT studies, mostly in the area of public health and policy making. In addition, colleagues and I are conducting a realist review of IKT studies to determine what arrangements work, for whom and under what conditions. Using this foundation, I asked myself: to what extent is IKT a promising implementation approach? This reflection led to the identification of tensions or challenges that beg further discussion.

In my experience, there is an expectation that the work of collaboration will unquestionably end with study findings that warrant change (implementation). That is, research collaborators expect that the findings will be in a positive direction or large enough to require practice or policy change. There is no reason, however, to make this assumption, and we don't talk about this very much. Both knowledge users and researchers need to be concerned about this bias before initiating a research partnership given the resources required to support a successful collaboration.

We also don't question whether using an IKT approach gives us a better scientific process. In thinking about this further, it's not even clear how we would measure the IKT process to determine if it is scientifically more robust than a traditional approach. Do we turn to indicators of validity and generalizability? Credibility? Social robustness? While both researchers and the scientific

from the archives

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jobs & opportunities

**THIS Institute PhD
Fellowships
University of Cambridge**

Advance notice of the launch of the next round of THIS Institute PhD Fellowships in January 2020. Fellowships are for an individual to carry out doctoral level research in the field of improvement studies within healthcare.

More...

**Professor of
Implementation Science,
The School of Public
Health (SPH) at San
Diego State University
(SDSU)**

The School of Public Health (SPH) at San Diego State University (SDSU) seeks an Associate Professor or Professor with established expertise in Dissemination and Implementation Science (D&I) in public health.

This new faculty member will join a vibrant faculty and school that offers degree programs for undergraduate, masters, and doctoral programs

See website:
<https://publichealth.sdsu.edu/>

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Other News

Implementation Science Communications Is Now Accepting Submissions

Implementation Science Communications, an official companion journal to *Implementation Science*, is a forum to publish research to foster the uptake of evidence-based practices and policies that affect health care delivery and health outcomes in clinical, organizational, or policy contexts.

Implementation Science Communications is an inclusive, multidisciplinary publication for research on implementation intervention development, process evaluations, economic evaluations, and theory-based studies. A champion of open science and transparent peer review, the journal welcomes all studies across the implementation continuum – from planned implementation to evaluations of implementation efforts and natural experiments to planned de-implementation of practices without clear evidence of benefit.

More information at:
<https://implementationsciencecomms.biomedcentral.com>



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... community ought to be interested in this question, funders who fund IKT research arrangements need to be examining this question more closely.

The second set of tensions is related to *the role of research partners*:

TENSION or CHALLENGE	WHO NEEDS TO BE CONCERNED?
Good relationships mean asking for extras	<ul style="list-style-type: none"> • Researcher • Funders
Power (difference of opinion, co-opting the research)	<ul style="list-style-type: none"> • Researcher • Funders

Finding yourself in a productive IKT collaboration is rewarding on many levels. One of the indicators of a successful partnership is what I call, 'the asks'. Your knowledge user partner may call you to ask for a few articles about such-and-such topic, or ask whether you might do a presentation to a different department than their own. (The researcher 'ask' will likely be to partner on a future project). Both researchers and funders ought to be aware of these additional requests that occur outside of the research project. Funders might go so far as to put aside funds or ask research proposals to include funds to address the 'asks' – they represent real-time problems that are looking for research input.

Researchers and funders ought also to be concerned with the power dynamics in an IKT relationship. Unlike participatory action research, IKT approaches do not strive for empowerment. Nevertheless, issues like the co-opting of the research direction by one of the research partners, or determining how decisions will be made throughout the research process, require further exploration to move IKT processes to acceptable implementation. (We are currently writing a paper to tease out issues related to power and IKT).

The last set of challenges relates to *how decisions are made*:

TENSION or CHALLENGE	WHO NEEDS TO BE CONCERNED?
Sharing preliminary findings	<ul style="list-style-type: none"> • Policy or Practice Department • Researcher • Scientific Community
Activating knowledge user networks	<ul style="list-style-type: none"> • Researcher • Knowledge User

It is often the case that my research collaborators want to share the on-going findings with their department. As a researcher, that makes me supremely uncomfortable. How far along in a, say, five-year study can we do this with confidence? How do we present the findings in a tentative yet acceptable way? Researchers and collaborating departments need to be aware of the limits of preliminary findings. More importantly, the scientific community hasn't given enough guidance to researchers engaged in applied research about how to do this with confidence and robustness.

My last observation is about activating knowledge user networks to promote the uptake and implementation of research findings. IKT scholars have focused on knowledge user partners as the prime users of the co-developed research, but these knowledge users have far-reaching networks where the research findings might also be applicable. More energy is required from researchers, and perhaps knowledge users themselves, to determine how to activate these networks for implementation of findings with broad reach.

The focus in this blog has been on sharing power and decision-making as part of the knowledge translation and exchange process. This is a critical element of the wider process of implementation of change and improvement where learning needs to be shared across boundaries. I welcome further thoughts about these observations. How do your experiences with IKT and implementation align with these reflections?

Anita Kothari is Associate Professor at the School of Health Studies at the University of Western Ontario, Canada. Her research interests focus on knowledge translation and exchange, and public health.

Anita Kothari, Western University (akothari@uwo.ca)

For more blogs from our archive please visit:
<https://www.ukimplementation.org.uk/uk-is-blog>



do you want access to other resources like this?



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
- 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

3rd December 2019

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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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 practice 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.

Contact us at
admin@ukimplementation.org.uk

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