UK Implementation Society

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

Implementation Science
a beginner's guide

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July 15th - 19th
London
Implementation Week 2019
focusing on implementation science and its practice

London
Monday July 15th

Join us at: **www.ukimplementation.org.uk**

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Agenda

2.00 Introductions and welcome

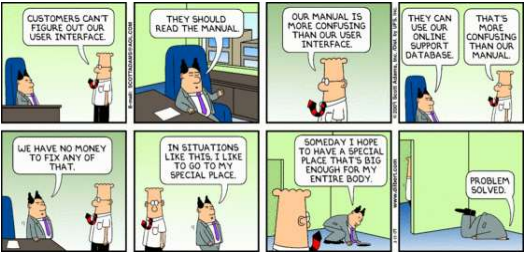2.10 – 3. 15 A guide to implementation ideas and concepts

3.15 break

3.30 Practical applications and case scenarios

4.15 Feedback, discussion and questions

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Age old problems

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Implementation

**The Evolution
Of Informing Policy and Practice with Evidence**

1 Dissemination	2 Relational	3 Systems
What can we publish?	Do we understand the priorities of practitioners?	What needs to be in place to be a more evidence-using organization?

A shift towards a science of implementation

Bridging a gap:

CLAHRC North Thames
CLAHRC North West London
CLAHRC South London

Technical Assistance Services

Training Programme

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Implementation

"In public service, implementation refers to the process of putting a service, a policy, or a set of practices into application so that it achieves its intended outcomes to provide socially significant benefits to individuals and society. Even the best-designed services and programmes will fail if they are implemented poorly. Across the world, scientists, policy makers, funders and practitioners recognise that there is an implementation gap between what is known about effective services and how they are delivered in practice."

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Roger's Diffusion of innovations curve

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Roger's curve (2)

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Models

STETLER MODEL

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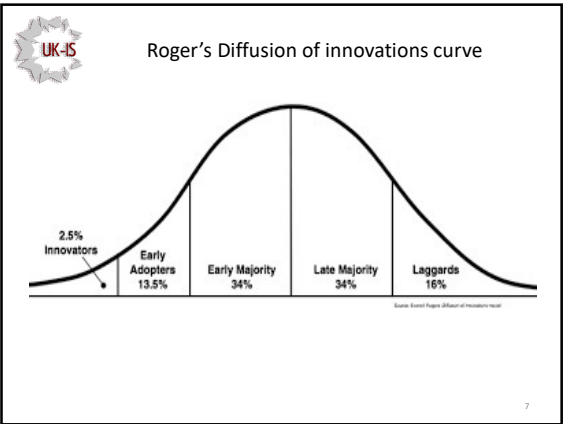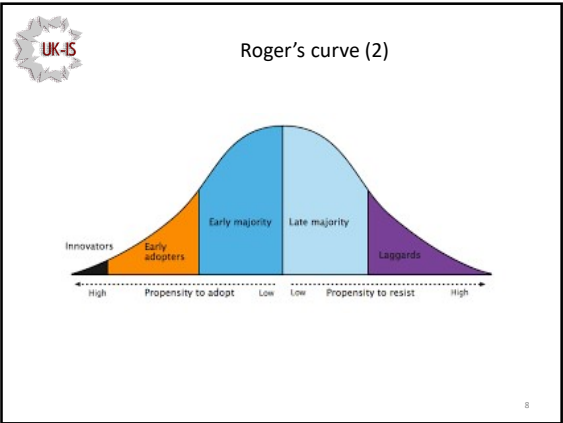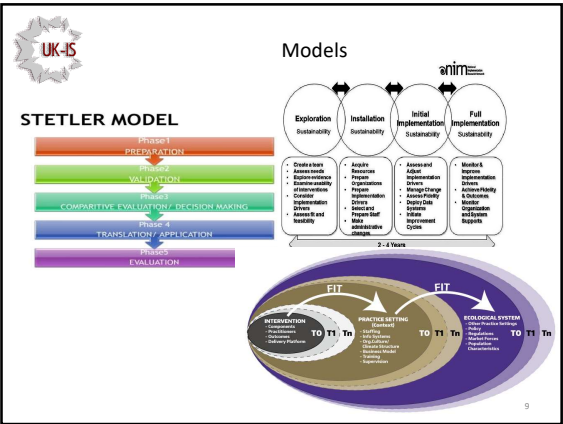
Damschroder at al 2009 Consolidated Framework for Implementation Research

CFIR constructs
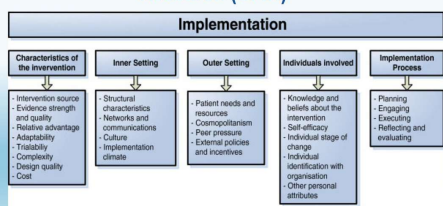
Implementation issues might be related to

- Lack of interest or too much effort (knowledge based)
- It will take a lot of time and attention (capacity)
- We had someone who was interested in this and then they left (single point of failure)
- Too complicated to set up (perception)
- Members/CEX/DCS/Social Care/Finance Director/Board won't like it (political system)
- Dissonance with our values (ideological, cultural or value led)
- We don't do risk (risk aversion)
- We don't trust NHS/local organisations/investors/partners/ (relational)
- We don't learn from innovation. Ideas don't disseminate (knowledge transfer)
- We can't evaluate our own costs (financial)
- We can ignore this and so we will (stubbornness)

What might help

- Clear, consistent leadership which connects strategy for change to values
- The hostile environment and the collaborative environment (context)
- Simple guides in different formats (Goldilocks theory)
- Advice from trusted early adopters (relational)
- Clear articulation of the need for change (value led)
- Concentration on desired outcomes (the goal)
- Diffusion of innovation and expectation of resistance
- Re-stating what risk means in investment led/outcome contracts
- Closing the implementation gap

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Performance management

- All parties should be as interested in performance on day one as on the last day of the project.
- Investor interest is driven by the capital being at risk and the desired outcomes
- The effectiveness of the board is driven by leadership and underpinned by data
- Maintaining senior representation at the board is key to retaining effectiveness
- Succession planning is key, especially in regard to leadership
- Management of the environmental context is a repeating, continuous task
- Transition points are always points of risk
- All eyes on the prize

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Core messages

- No-one wants to sign up to a bad deal, see others enriched or be associated with failure
- People will seek out evidence to confirm their prejudices
- Whilst half of a LA might be enabling the other half is putting obstacles in the way
- The Essex SIB was a lesson in relentless private sector performance management and the use of data from day 1.
- LA's lose focus on projects very quickly, especially when leadership changes
- Commissioning and leadership are group tasks requiring many moving parts and people to be in sync so concentrate on this and not the act of commissioning or procuring
- Ever hear a commissioner admit that they could not implement a project?
- Resist function creep for your project
- Continue to refresh leadership, induct others and manage the cultural change

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What is implementation science?

Developing **evidence-based strategies**

..to move **evidence** into practice

...and **evaluating** them

Implement
/im-pl-ment/
def. Put into effect a plan, idea, contract, or some decided action
eg. He implemented the new traffic flow plan.

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Joyce and Showers 2002

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Coaching Impact

TRAINING COMPONENTS	OUTCOMES % of Participants who Demonstrate Knowledge, Demonstrate New Skills in a Training Setting, and Use new Skills in the Classroom		
	Knowledge	Skill Demonstration	Use in the Classroom
Theory and Discussion	10%	5%	0%
..+Demonstration in Training	30%	20%	0%
...+ Practice & Feedback in Training	60%	60%	5%
...+ Coaching in Classroom	95%	95%	95%

Joyce and Showers, 2002

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