



# Implementation Knowledge and News

## The UK-IN Members' Bulletin Autumn-Winter 2015

### Welcome....

....to the **Autumn-Winter bulletin** on all things implementation, for members of the UK Implementation Network. Over the past few months, we've been reviewing future directions for the Network, one year on from our launch at the RSA in October 2014. Since we launched we've been busy! We've:

- Run a full day workshop on an *Introduction to Active Implementation*
- Run a full day high-level workshop on *implementation and improvement barriers, and how to solve them*
- Posted four Implementation Resource Digests on key topics in implementation on the members' area of the website (*core resources, fidelity and adaptation, implementing innovation and sustaining and scaling*)
- Issued four Implementation Knowledge and News bulletins – all now on our website
- Held a seminar in London on *co-creation* - what is it, why is it important and how to do it (slides are posted on the website)
- Started a redevelopment process for our website
- Sent out many tweets on new resources, key messages from conferences and events we've attended, and other notifications including job opportunities in implementation

**But what else should we be planning?** Please let us know your views. In the New Year we'll be sending out an invitation to members to send us your feedback and ideas



**@UK\_ImpNet**

**Are you following us on twitter?**

Several members of UK-IN contribute to the twitter feed with global implementation news, new opportunities, fresh writing and thinking on implementation: hear it first by following UK-IN!

Follow us at

[https://twitter.com/uk\\_impnet/status/517976569324011520](https://twitter.com/uk_impnet/status/517976569324011520)

for future activities and efforts: please tell us what would help you most to develop your work or your learning in the field of better implementation. Ideas already being worked on include developing a set of 'gateway resources' for those new to implementation, to include videos and on-line materials, and extending the website to include on-line discussion on key topics, with questions and answers from members.

**Redeveloping UK-IN for 2016 and beyond: the Network is undergoing a transformation in 2016.** Since UK-IN was formed, the European Implementation Collaboration has launched, and the Global Implementation Society is being planned by the Global Implementation Initiative (hosts of the biennial GIC conference). To equip us to respond to growing awareness and interest in the importance of effective implementation in the UK, we will become a registered charitable organisation, with governance provided by a Board of Trustees, for whom elections will be held after an initial period. The steering group will be re-organised into an advisory group, meeting once or twice a year to advise the Board on serving the membership, and on building the field in the UK. If you work in our field and feel you have the time and interest to serve on the Advisory Group, do contact me on [dghate@cevi.org.uk](mailto:dghate@cevi.org.uk) for a conversation. We're especially keen to hear from post-graduate students and early career implementation specialists, whether you work in implementation research and science, or in practice and policy.

**Best wishes from UK-IN for the festive holiday season, and we look forward to connecting with you in 2016,**



**Deborah Ghatge, Chair, UK Implementation Network**

## Network News

### **Expiring memberships: good news!**

As part of the developments towards charitable status for the Network, we'll be seeking additional funding to put our activities on a sustainable financial footing. In the meantime, anticipating our change of legal status, we are **temporarily extending all existing memberships due to expire in 2015 at no charge**. We will invite existing members to renew with the re-formed organisation during the course of early 2016. Benefits for members will continue in the meantime: regular Knowledge and News bulletins, exclusive access to Resource Digests on key implementation topics, and access to events.

## Redeveloping our website

With a small amount of funding from the Colebrooke Centre, the UK-IN website is currently being re-designed to take us into the future. We are planning a revamped resources section, an easier to navigate structure and more interactive and regularly updated content. We welcome all offers of help and advice, or any observations from members. Please contact our administrator if you'd like to be part of this project: [admin@uk-in.org.uk](mailto:admin@uk-in.org.uk)

## News from the Knowledge Resources sub-group

The Knowledge Resources sub-group is developing plans for a set of introductory resources which will set out the 'business case' for more focus on implementation, highlight what it can help us to achieve, and provide a straightforward introduction to some of the key concepts and their application and relevance. They've also just completed the fourth **Implementation Resource Digest: Sustaining and Scaling Implementation** which is now available on the website. Our thanks to **Jane Lewis at the Colebrooke Centre (lead), Ann Lendrum at the University of Manchester and Sarah Blower at the University of York** for all their hard work this last year to produce these invaluable Resource Digests. The KR group will also be leading a short online membership survey to get your views on the UK-IN knowledge resources and other ways in which the Network can best meet your needs in the future.

## News from the Activities sub-group

Are you involved in an implementation project, whether research, policy, or practice-based? Would you like to discuss or share your experiences with other UK-IN members? Or do you know of someone working in the UK in this field whose work you'd like to know more about? The Activities sub group is seeking volunteers to suggest and /or lead seminars or webinars, with support around planning and administration provided by UK-IN, and flexible locations for physical events. Please contact Annette Boaz [A.Boaz@sgul.kingston.ac.uk](mailto:A.Boaz@sgul.kingston.ac.uk) or Deborah Ghate if you have an idea. We very much need input from members!

## News from Members

### **Kings College London – MSc in Implementation and Improvement Science**

As we've highlighted before, KCL is recruiting the first cohort of students for its new MSc in Implementation and Improvement Science, with a January 2016 start. The course will equip students with the knowledge and skills to design and deliver effective healthcare services and interventions in order to improve care quality, service user outcomes and population health. The programme has been created jointly by researchers at King's College London and Kingston and St George's, University of London, working together under the auspices of the National Institute for Health Research (NIHR) Collaboration for Leadership in Applied Health Research and Care South London (CLAHRC South London). Teaching will be delivered by world-renowned speakers and will comprise a mixture of lectures, interactive sessions, workshops and self-directed learning as well as a 2 day

'Masterclass' in Implementation Science, led by world experts. For more information click [here](#) or for enquires please contact [rachel.davis@kcl.ac.uk](mailto:rachel.davis@kcl.ac.uk).

### **European Implementation Collaborative - Update from Tom Jefford (UK-IN steering group and EIC board)**

The EIC board met in Hamburg at the end of September to review the setting up of the Collaboration and to discuss plans for membership and fundraising. In order to match some grant funding from Atlantic Philanthropies in Ireland, the EIC is seeking to raise funding from each of the nations currently signed up. A tender is being let for the delivery of consultancy in support of the development of the network via European funding and a decision on the successful organisation is imminent. There is certainly money in the EU, but accessing the right programme and building the application to make this a reality is hard work. There is a mood of optimism regarding the potential for pan-European collaboration and the sharing of expertise although no-one underestimates the rather daunting task of co-ordinating this. Google analytics demonstrates a high hit rate for Americans on the EIC web site which is an interesting dynamic to think about when we wish to establish a 'European voice' (whilst of course being ready to learn from and to share with our colleagues across the Atlantic).

Page | 4

### **Realising Ambition: Programme Insight - Replication**

Realising Ambition is a £25m Big Lottery Fund programme exploring what works to prevent youth offending. It recently launched the first of its series of 12 Programme Insights, which are short online briefings sharing key findings from the programme. The first, which you can access [here](#), shares learning about replication, a key theme in implementation and improvement looking at the stages involved and key ingredients of successful replication.

### **Better Start Bradford**

The Big Lottery Better Start Bradford project is undertaking the design, implementation and evaluation of 22 interventions aimed at helping parents in Bradford to give children the best start in life. As UK-IN previously tweeted, they have been recruiting a 5 year Senior Research Fellowship at the Bradford Institute for Health Research focusing on fidelity and implementation and a Research Fellow in the Department of Health Sciences at University of York exploring implementation and effectiveness.

## **Conferences, learning events, upcoming webinars**

### **Upcoming international conferences:**

**STOP PRESS: the next Global Implementation Conference (GIC2017)** - the unmissable conference for the implementation science and practice community - is in the process of being confirmed for **June 2017 in Toronto, Canada**. Plan now to attend, and we will bring you more information as soon as it is available.

**8<sup>th</sup> annual conference on the science of dissemination and implementation, Washington DC, December 2015**

More information available [here](#)

**3<sup>rd</sup> biennial Australasian implementation conference, Melbourne, October 2016**

Focusing on *Driving Effective Implementation*. Call for abstracts and more information [here](#)

Page | 5

## New online implementation resources

### **Archived webinar: Use of theory in implementation research: the PARIHS Framework**

Alison Kitson and Gillian Harvey introduce the PARIHS Framework (see UK-IN Implementation Resources Digest #1 on Core Implementation Frameworks available to UK-IN members [here](#)). They describe its evolution into the current enhanced model, the underlying components, and how it has been used in a number of projects. You can access the webinar [here](#) (scroll down the page to the first comment) – it's a great introduction to the thinking and practical application of a key (and UK-developed) implementation framework.

### **Archived Webinar: Getting into the improvement habit (November 2015)**

Hosted by The Health Foundation, this webinar will draw on new thinking about the habits of effective improvers and explored what is needed to embed quality improvement. Chaired by Nick Barber (Director of Research at The Health Foundation) in discussion with Professor Bill Lucas, Director of the Centre for Real-World Learning at the University of Winchester, and Emma Vaux from the Royal Berkshire NHS Foundation Trust. To view the related publication *The habits of effective improvers*, click [here](#).

### **Archived webinar: Hybrid designs: combining clinical effectiveness and implementation research**

Geoffrey Curran presents the reasoning behind and design elements of three types of 'hybrid designs' which combine the study of clinical effectiveness and implementation in different ways. He provides examples of each and discusses the challenges associated with these types of studies. Very helpful viewing for anyone wrestling with designs that focus on both intervention outcomes and implementation strategies. View the webinar [here](#), and there's also a link to useful background resources [here](#)

### **A new Implementation Science app!**

An exciting development for all avid readers of the open-access journal *Implementation Science*, a key source of research on implementation theory and practice. The app gives you immediate access to articles and makes sharing them very easy. Available for iOS and Android. Install at <https://play.google.com/store/apps/details?id=com.springer.ImpSci>

**Nordic Implementation** is an interest group promoting knowledge exchange in the field of implementation research and working towards a continuation of the research-oriented Nordic Conference on Implementation of Evidence-Based Practice. Interest group

members may disseminate information on their activities via the newly launched website. <http://www.imh.liu.se/implementering-och-larande/nordic-implementation?l=en>

## New writing on implementation

Page | 6

### **Getting from individual programmes to whole system improvement: how an implementation lens can help**

How do we move from effective but isolated programmes to improving whole systems? This new open access article from UK-IN's Chair, Deborah Ghate tackles the continuing problem of lack of transfer of knowledge on effective implementation into the 'usual care' settings that serve the majority of people. She argues that whilst much important learning has been generated by the focus on evidence-based programmes and on experimental research methods, we need to avoid the 'rigour mortis' that can come from an over-preoccupation with fidelity, and move beyond a limited focus on a few key programmes in order to create whole-system improvement. She highlights several key and distinctive features of an implementation science and practice lens that can help accelerate our progress towards better services more generally. These include: paying attention to the 'invisible infrastructure' that determines effectiveness of services in the real world; using co-constructed methods for design and quality improvement; providing active implementation supports; understanding the implementation process as a series of non-linear stages; identifying and measuring implementation outcomes (changes for practitioners, organisations and systems) as a pre-requisite for achieving outcomes for service users; and using frameworks such as 'implementation drivers' to analyse challenges and track progress in practice.

Access the article [here](#).

Ghate D. (2015) 'From Programs to Systems: deploying implementation science and practice for sustained real world effectiveness in services for children and families' *Journal of Clinical Child and Adolescent Psychology* November 2015  
<http://www.tandfonline.com/doi/full/10.1080/15374416.2015.1077449>.

### **Implementing health promotion programmes in UK schools: a realist review**

This paper uses 'realist' review approaches (linking outcomes to activities and underlying theoretical assumptions) to understand effective implementation of school-based health promotion programmes. The authors developed a set of programme theories based on international evidence about what enables and inhibits implementation of school-based health promotion programmes, and tested them against UK evaluations. The four core theories focus on: preparing for implementation; introducing a programme; embedding it in routine practice; and fidelity and adaptation. They set out the key elements of each, the mechanisms by which they lead to change and the contexts that enable and constrain this (finding more evidence for the first two theories or stages than for fidelity and adaptation). It's an interesting approach that goes beyond discussion of the principles of implementation practice, drilling down into how they connect with school contexts.

Access the article [here](#)

Pearson M, Chilton R, Wyatt K, Abraham C, Ford T, Woods H and Anderson R (2015) 'Implementation health promotion programmes in schools: a realist systematic review of research and experience in the United Kingdom' *Implementation Science* 10: 149

### **The Potential of Co-Creation in Implementation Science**

Anyone who attended Allison Metz's seminar for UK-IN on co-creation – and anyone who missed it! - will find this a good read. This short briefing note makes the case for co-creation in shaping the environment for effective implementation. Alison looks at the theoretical models underpinning co-creation and talks about co-creative capacity as developing the infrastructure and conditions needed for sustainable improvement. She describes some of the work involved, including reconfiguring the problem space, joint design work through iteration and learning, zooming in and out between service user and whole system perspectives, and the need to resolve the 'role ambiguity' that can block stakeholders from acting.

Download the briefing [here](#)

Metz A (2015) *Implementation Brief: The Potential of Co-Creation in Implementation Science* National Implementation Research Network

### **The trouble with checklists**

The use of checklists in health care has been championed by many, including Atul Gawande (author of the best-selling *The Checklist Manifesto*) but the successes of initial trials have proved elusive in subsequent replication. This short and very readable article looks at the shortcomings of checklists, drawing on implementation scientists in the UK and US who highlight the importance of factors such as engaged leadership, local adaptation and user buy-in in implementation strategies. It's a great resource to leave on the desks of colleagues locked into 'just tell them to do it' thinking!

Download it [here](#)

Anthes E. (2015) 'The trouble with checklists' *Nature* vol 523 516-518

### **Systematic review of instruments measuring implementation outcomes**

This review, part of the work of the SIRC (Society for Implementation Research Collaboration) Instrument Review Project, identified and assessed instruments developed to measure implementation outcomes, focusing on mental and behavioural health. It identified instruments which address implementation outcomes as categorised in Proctor and colleagues' 2011 article: acceptability, adoption, appropriateness, cost, feasibility, fidelity, penetration and sustainability, and then assessed instruments for psychometric properties and usability. They found 104 instruments, with acceptability and adoption most fully covered. However, there were major shortcomings in information about psychometric properties: half the instruments were missing information for four or more of the six rating criteria used. The clear message is that we need to get more scientific in the study of implementation to make it useful to practice as well as to establish it as a science: 'Until psychometric strength is established, the field will struggle to identify which implementation strategies work best, for which organizations, and under what conditions'.

Download the article [here](#)

Lewis C, Fischer S, Weiner B, Stanick C, Kim M and Martinez R (2015) 'Outcomes for implementation science: an enhanced systematic review of instruments using evidence-based rating criteria' *Implementation Science* 10: 155

### **Models and success factors for scaling up public health interventions**

Page | 8

This review synthesises evidence on scaling up public health interventions into population-wide policy and practice. It identifies eight frameworks, most of which focus particularly on scale up in low and middle income countries contexts. The paper provides a very useful summary of the key components of each and draws out the factors implicated in success, particularly highlighting the importance of a clear scale-up strategy, monitoring and evaluation systems, costing and economic modelling, participatory approaches and active engagement of stakeholders and the community, tailoring scale-up approaches to context, developing the infrastructure to support implementation, and leadership. Overall it emphasises the need for simple interventions and complex scale up strategies.

Download the article [here](#)

Milat A, Bauman A and Redman S (2015) 'Narrative review of models and success factors for scaling up public health interventions' *Implementation Science* 10: 113

### **Promoting professional behaviour change in healthcare: what interventions work, and why?**

This is an overview of systematic reviews on professional behaviour change examined through the lens of Normalisation Process Theory - see UK-IN Implementation Resources Digest #1 on Core Implementation Frameworks [here](#). The authors make the point that professional behaviour change initiatives are generally complex interventions delivered in complex systems, and highlight the importance of strategies that restructure practice norms and peer group norms with a focus on collective rather than individual action. They contend that "behaviour change follows changes in structure and action rather than it being the product of changes in beliefs and intentions".

Download the article [here](#)

Johnson M and May C (2015) 'Promoting professional behaviour change in healthcare: what interventions work, and why? A theory-led overview of systematic reviews' *BMJ Open* 2015:5: e008592. doi:10.1136/bmjopen-2015-008592

### **Special edition on implementation of school-based social-emotional learning interventions**

*Prevention Science* has a special issue on readiness to implement social-emotional learning interventions. The editorial provides a good overview of the phases involved in establishing an evidence based intervention and the concept of implementation readiness. An excellent commentary by Joseph Durlak explains why 'Studying Program Implementation is Not Easy but It Is Essential'. There are papers on factors at intervention, teacher, school and system levels that impact on implementation.

Access abstracts and articles [here](#)

*Prevention Science* vol 16 issue 8 November 2015

## Implementation and ecological theory

The case made by this paper is that dissemination and implementation science needs to expand from a focus on social networks and organisational contexts to a wider ecologically driven perspective. An ecological approach to dissemination and implementation would focus on enhancing settings and using natural supports within them to build local capacity and resources for programme sustainability. Using the example of child mental health, they advocate for an approach involving embedding services within settings that are of high importance to children's development, identifying the core goals of the setting and their alignment with mental health benefits, identifying opinion leaders to design and promote strategies that support those goals, and identifying the resources available to implement and sustain the service model. They contrast this with a narrower approach concerned with 'how to bring *this program to that setting*'. The paper perhaps reflects a particular North American programme culture, but it is a thoughtful challenge to approaches that can lead to evidence-based programmes which are isolated boutique services not sustained within the wider service and social ecology.

Access the abstract and paper [here](#)

Atkins M, Rusch D, Mehta T and Lakind D (2015) 'Future Directions for Dissemination and Implementation Science: Aligning Ecological theory and Public Health to Close the Research to Practice Gap' *Journal of Clinical Child and Adolescent Psychology*  
doi:10.1080/15374416.2015.1050724



*Implementation Knowledge and News is produced for members of the UK Implementation Network.* This regular bulletin keeps UK-IN members updated on new resources and planned and recent activity relating to implementation, and is a forum for sharing implementation-related news within the Network. Please contribute! We welcome all material and news providing the relevance to implementation or improvement practice, policy or research is made clear.

*To suggest items for inclusion in the next edition, or for comments and feedback, please email the UK-IN administrator, at [admin@UK-IN.org.uk](mailto:admin@UK-IN.org.uk). Next edition due out Spring 2016 – please send items before March 24<sup>th</sup> 2016 for inclusion.*



## UK IMPLEMENTATION NETWORK

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

**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 UK-IN: The UK Implementation Network!**

The UK Implementation Network 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, affiliated to the Global Implementation Initiative. The UK Network is for people who want to be part of a multidisciplinary learning community working towards the implementation of more effective services for children, young people and adults. 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, 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

**Joining subscription to December 2016: £50.00 individual (£35.00 students);**

**For organisational membership rates, contact [admin@uk-in.org.uk](mailto:admin@uk-in.org.uk)**

**For more information on the Network, our Terms of Reference and steering group members, and an [application form](#), visit: [www.UK-IN.org.uk](http://www.UK-IN.org.uk)**



### **The UK Implementation Network**

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 know-how in order to bridge this gap more quickly.

The **UK Implementation Network (UK-IN)** was launched in 2014 by a group of professionals working in human services policy, practice and research in the UK. We are developing structures for working together and sharing cross-disciplinary learning to address the implementation gap. UK-IN is funded entirely by donations and subscriptions.