



UK IMPLEMENTATION NETWORK

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

## Implementation Knowledge and News

### The UK-IN Members' Bulletin Summer 2015

This is the third edition of our regular bulletin for members, *Implementation Knowledge and News*. It's a place for you to share your news with other network members, and we also aim to keep you updated on new resources and planned activity relating to implementation. Contributions from UK-IN members are warmly invited; see the end of *Knowledge and News* for details of how to contact the Editor, Jane Lewis, or submit information via our Administrator, Alisan Napier at [admin@uk-in.org.uk](mailto:admin@uk-in.org.uk). We publish the bulletin quarterly and the next one will be due out in Autumn 2015 – **please send items before the end of September 2015 for inclusion in the next edition.**

### Message from the Chair – reflecting on GIC2015

**Welcome** to all new members of the UK Implementation Network

**and Hello** to existing members. It was wonderful to see so many of our members at the **Global Implementation Conference 2015 in Dublin** at the end of May, in spite of the timing on a bank holiday week!. Those of you who attended the previous two biennial conferences will no doubt have noted the definite sense of excitement amongst international delegates this time of a field evolving, maturing and developing richer content at a truly rapid rate. There were some excellent empirical keynotes this year, and so many very good research and practice-based papers that it was hard to choose what to attend. Several UK-IN members gave papers or chaired sessions – start planning now for your papers for the next conference in 2017, (which rumour has it is likely to be in North America). The GIC 2015 website has details of the programme and slides/abstracts from session, for those who missed it:



<http://gic.globalimplementation.org/>



Also a big thank you to the publishers of *Evidence and Policy* and to Dr Melanie Barwick from the Editorial Board for hosting us at a very convivial informal reception and reflection session for the UK Implementation Network on the first evening of the conference. We were packed out, with guests from other European Networks and from the Global Implementation Initiative as well as many compatriots from our four UK nations. Much enthusiasm was expressed for taking our work together forward, and UK-IN steering group members Claire Burns (CELCIS, University of Strathclyde),

Colin Waterman (National Implementation Service), Aideen Gildea (Queen's University Belfast) and Tom Jefford (Cambridgeshire County Council Youth Services) and many others in the room shared their reflections on the proceedings so far.

Also at GIC2015, we were delighted to be one of five European networks welcoming the official launch of the European Implementation Collaborative – see all of us talking about the history of the various country networks, and Bianca Albers, chair of EIC, at the link below : <http://livestream.com/accounts/10215717/events/4026775>

In my three minutes (!) as the last of the line-up, I repeated the call, made also at the launch of UK-IN last October, for the **need for development of a much stronger 'indigenous' empirical base for the field in Europe and in the UK, and importance of networks like ours in forming a connecting framework for linking together research, policy and practice in effective implementation.** Notwithstanding the many similarities and shared experiences across the global community of practice, we also need to work to establish the field of implementation with its basis in rigorous evidence grounded in our own systems and services.

It's an exciting time for the field of implementation science and practice as it starts to gain traction across Europe: watch this space.

Finally: Coming soon to the members' area of the website.....watch out in the next two weeks for the next UK-IN *Implementation Resources Digest*, this one on *Adoption of Innovation*. Thanks to Dr Sarah Blower (York University), Jane Lewis (Colebrooke Centre) and Dr Ann Lendrum (Manchester University) for overseeing this one!



**Chair, UK Implementation Network**

## Network News



**Are you following us on twitter?**

UK-IN is active on twitter: @UK\_ImpNet

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

## Can you help us with our website development?

Over the coming months, watch out for news on our re-vamped website. The design process is being led by the website development sub-group; thanks especially to Matt Buttery from Triple P and Professor Annette Boaz from Kingston University/St George's

Medical School for serving on this group. Please contact Alisan Napier at [admin@uk-in.org.uk](mailto:admin@uk-in.org.uk) if you have any ideas, comments or (even better!) help or other resources to offer us, in making our new website as good as it can be.

### **Launch of the European Implementation Collaborative (EIC)**

The European Implementation Collaboration was launched at GIC2015, with a very memorable drumming display (especially memorable for those in the front rows!) For those who missed it there is a short clip on the web site: <http://www.implementation.eu>. Tom Jefford, a member of UK-IN's Steering Group, sits on the Board and will be very involved in work to establish EIC as a pan-European network which will also draw the various national networks together. EIC has initial funding from a philanthropy based in Ireland, and so will have resources to develop what we expect to be exciting activities. Membership is free, so join up at the address above. If you have ideas, contacts or want to suggest areas for development, please contact Tom: [tom.jefford@cambridgeshire.gov.uk](mailto:tom.jefford@cambridgeshire.gov.uk).

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### **New Masters module in Implementation and Improvement Science at Kingston University and St George's University of London**

With colleagues at St George's, University of London and Kingston University, UK-IN steering group member Professor Annette Boaz has designed and piloted an exciting new Masters level module in Implementation and Improvement Science. Deborah Ghate (UK-IN Chair), Annette and others gave a number of very well received lectures to the students on theories, methods and models of implementation. The course ended with a mini conference at which four Faculty members shared their personal experiences of research implementation. The course is scheduled to run again in January 2016. Please get in touch with Annette if you would be interested in knowing more about the course: [A.Boaz@sgul.kingston.ac.uk](mailto:A.Boaz@sgul.kingston.ac.uk)

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

KCL has a new MSc in Implementation and Improvement Science just launched, which is recruiting its first cohort for September 2015 start. The new MSc in Implementation and Improvement Science is research focused, is an exciting field of study and can offer real solutions to improving quality, safety, 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, who are 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). The expert faculty includes Professors Nick Sevdalis, Jane Sandall, Annette Boaz and Graham Thornicroft - all active UK-IN members. It is a practical course, aimed at people working in health services, health research, social sciences, policy, NGOs and government, and appropriate for people at all stages of their career. The programme will involve world-renowned speakers and a Summer School. King's College London is also offering five £2,000 scholarships for people who work or live in south London. For more information click [here](#)

## Research Methods Summer School, Tuesday 28 and Wednesday 29 July 2015, University of York

This two-day course is led by UK-IN Steering Group member Dr Tracey Bywater and delivered by colleagues from the Institute for Effective Education. It is suitable for postgraduate students, practitioners and policy makers, and covers all key aspects of research and evaluation. There is a focus throughout on the links between policy, practice and research evidence and on implementation. For more information see [here](#) or contact Tracey:

[tracey.bywater@york.ac.uk](mailto:tracey.bywater@york.ac.uk)

## Conferences, learning events, archived and upcoming webinars

### UK-IN seminar on Co-Creation – Friday May 22<sup>nd</sup> 2015:



**Dr Allison Metz**, Director of the National Implementation Research Network and a leading implementation scholar stopped by in London in May on her way to GIC2015 to give a seminar to UK-IN members on *Co-creation for effective implementation: an introduction (what is it, why is it important, and how to do it)*. We were grateful to Allison, and to Dr Meg Wiggins and the Social Sciences Research Unit at UCL Institute of Education for hosting the event. Log in to the Members Area at [www.uk-in.org.uk](http://www.uk-in.org.uk) and go to Resources to access the slides from Allison's talk. STOP PRESS: Allison has also recently received funding for an exciting new collaborative project on co-creation, bridging multiple disciplines: more

news to follow in the next Bulletin.

### Future UK-IN seminars:

The Activities sub-group are busily planning more seminars for the rest of 2015 and into 2016. Current plans include a seminar in Manchester and one in Oxford, as well as in London. Planned topics include Fidelity and Adaptation, Scale Up, and Implementation Evaluation. Contact [admin@uk-in.org.uk](mailto:admin@uk-in.org.uk) with offers and suggestions for the group.

### Upcoming conference:

**3rd Biennial Society for Implementation Research Collaboration: Advancing Efficient Methodologies through Community Partnerships and Team Science, Seattle, September 25-26th 2015**

SIRC has an excellent programme this year: Many of the leading thinkers and do-ers in implementation science and practice are already signed up, with great-looking sessions on all aspects of implementation including adaptive implementation, leadership, stakeholder partnerships and research methods. More information [here](#)

**Upcoming conference:****Researching Complex Interventions in Health: The State of the Art, Exeter, 14th-15th October 2015**

Jointly convened by the University of Exeter Medical School and Lund University, Sweden. The conference will bring together leading international contributors from the field of complex interventions for two days of presentations, workshops and discussion on the latest thinking in applied clinical health services research. It includes streams on intervention development and implementation science, with many UK contributors including UK-IN members. More information [here](#)

**Upcoming webinar:****Dissemination and Implementation Models in Health Research and Practice: an Online Interactive Tool 2<sup>nd</sup> July 2015** *QUERI Implementation Seminar*

This webinar, part of the excellent QUERI Implementation Seminar series, features Borsika Rabin from the Adult and Child Center for Health Outcomes Research and Delivery Science, University of Colorado. It will describe a recently launched website (highlighted in UK-IN's Spring members' bulletin) which supports practitioners and researchers in selecting and adapting dissemination and implementation models. Click [here](#) for more information and to register.

**New online implementation resources****View presentations from GIC, May 2015:**

The PowerPoint presentations from the whole of the GIC programme are being made available online [here](#) (click on each day's programme to access them – a few are still to be uploaded).

**Archived webinar:****Use of theory in implementation research: The Exploration, Preparation, Implementation, Sustainment (EPIS) framework: A phased and multilevel approach to implementation**

Dr Greg Aarons from University of California, San Diego, is one of the leading writers on implementation science and particularly on organisational contexts and leadership. In this seminar he explores using theory in implementation research looking in particular at the Exploration, Preparation, Implementation, Sustainment (EPIS) framework. The seminar introduces the framework and its application in a series of studies highlighting its use to guide data collection, analyses and its potential for syntheses and to guide tailoring of implementation strategies. You can view the webinar [here](#)

**Podcast: Implementation Science**

This is a great introduction to implementation science, why it matters, and why 'being human' gets in the way of effective implementation! The Measure of Everyday Life is a weekly radio show in the US that aims to bring big questions to radio through interviews with social science researchers. This podcast is an interview with Brian Weiner and Leila

Kahwati, co-founders of the Consortium of Implementation Science (see more about this new initiative [here](#)). If you were at GIC you'll have seen Brian's excellent closing keynote on expanding the implementation infrastructure for scale up. The podcast is a really engaging discussion and well worth a listen. You can access it [here](#) – scroll down to episode 10.

### Archived webinar:

#### Using the CEBC Selection and Implementation Guide

We've highlighted this excellent resource on implementation in previous bulletins. There are now two webinars that provide a very good introduction to it, which you can view [here](#)

## New writing on implementation

### A stage-based planning tool for implementation

This very accessible and practical brief summarises and updates aspects of NIRN's work with a focus on three core elements of implementation: establishing implementation teams to lead implementation work, using data and feedback loops for decision-making and continuous improvement, and developing a sustainable implementation infrastructure that supports both general capacity and innovation-specific capacity. The brief sets out very clearly role that each element can play in different stages of the implementation process and how each can be engaged in support of effective implementation. Highly recommended as an excellent overview. And don't let the title put you off: its applicability is definitely wider than the title suggests.

Download it [here](#)

Metz A, Naom S, Halle T and Bartley L (2015) *An Integrated Stage-Based Framework for Implementation of Early Childhood Programs and Systems* OPRE Research Brief #2015-48 Washington DC: Office of Planning, Research and Evaluation, Administration for Children and Families, US Dept of Health and Human Sciences

### Importing EBPs versus locally grown interventions

It is well established that interventions will often need to be adapted for successful transfer to a new setting. There are a number of guidelines for this highlighting that adaptation is a thoughtful multi-stage process. This paper, from a public health policy institute in Ukraine (where they ought to know a thing or two about the importance of local context!) points out that the adaptation of EBPs is far from straightforward: thoughtful adaptation requires significant elapsed time; involves things that are 'not yet knowable' or 'unknowable' as well as measurable knowns; and may not be very different from new intervention development. The author argues that locally evolved practices are *a priori* much more compatible with local context and that we need to give more careful consideration to them and to how to make them evidence based. He concludes that both are valuable and that '*There should be no presumption that imported EBPs would be more effective than local practices*'.

#### [Abstract](#)

Dumchev K (2015) 'Imported "Evidence-Based" or Locally Grown Interventions: A False Dichotomy and Some Hard Choices in Implementation Science' *Substance Use and Misuse Early Online 1-5, 2015*

### How to study improvement

This paper looks at how improvement efforts can be studied, distinguishing improvement projects from research and evaluation because of their focus on solving practical problems, often at a local level, rather than generating knowledge. It discusses how evaluation methods (RCTs, systematic reviews, qualitative research and economic evaluations) can be deployed to study improvement efforts. But it explores the challenges of applying these methods to activities that are purposefully evolving over time rather than static, and where context is crucial.

#### [Article](#)

Portela M, Pronovost P, Woodcock T, Carter P and Dixon-Woods M (2015) 'How to study improvement interventions: a brief overview of possible study types' *BMJ Quality & Safety* Published Online First 25 March 2015 as 10.1136/bmjqs-2014-003620

### Implementation science needs to wise up on communication!

This very thought-provoking paper issues a challenge to implementation scientists and practitioners to get smarter in the way we think about communication. The authors say that implementation science sees communication as a transactional process which is about the transfer of information, but should instead view it as a transformational process that is about creating change based on shared understanding. This approach would give more weight to the social construction of knowledge, the role of social contexts, the multi-layered nature of communication – and would recognise that we might have something to learn from people who study communication!

#### [Article](#)

Manojlovich M, Squires J, Davies B and Graham I (2015) 'Hiding in plain sight: communication theory in implementation science' *Implementation Science* 10:58

### Implementation boiled down to $R=MC^2$

Organisational readiness to change is a critical component for successful implementation. This paper, by one of the leading implementation research groups in the US, proposed a simple heuristic,  $R=MC^2$ . 'R' represents 'organisational readiness'. 'M' is the 'motivation' to implement a specific innovation, based on the perceived incentives and disincentives, and the paper provides a useful set of factors known to influence motivation. 'C<sup>2</sup>' represents two types of 'capacity'. The first is general capacity: the attributes of a functioning organisation, its context, culture, infrastructure and organisational processes. The second is innovation-specific capacity: the human, technical and financial conditions needed by the particular innovation. If any element of the equation is at or close to zero, the organisation is not ready for implementation. It's a simple heuristic, but one that any organisation could usefully apply in thinking about its own innovation efforts.

#### [Abstract](#)

Scaccia J, Cook B, Lamont A, Wandersman A, Castellow J, Katz J and Beidas R (2015) 'A Practical Implementation Science Heuristic For Organizational Readiness:  $R=MC^2$ ' *Journal of Community Psychology* vol 43 no. 4 484-501

### Is implementation theory really better than common sense?

This paper provides a useful categorisation of implementation theories, models and frameworks, aiming to clarify which are useful where but also commenting on their limitations. The five categories identified are: process models (describing and guiding the implementation process); determinant frameworks (specifying determinants, barriers and enablers that influence implementation outcomes); classic theories (from fields external to implementation science); implementation theories (such as organisational readiness or implementation climate); and evaluation frameworks. There is a useful discussion of why theory is better than common sense, which concludes by quoting Immanuel Kant 'Experience without theory is blind, but theory without experience is mere intellectual play'.

#### [Article](#)

Nilsen P (2015) 'Making sense of implementation theories, models and frameworks' *Implementation Science* 10:53

### Research protocols

Finally, we highlight two protocols for research studies that show how various implementation frameworks are being operationalised in empirical research. (See the UK-IN Implementation Resource Digest 1 on Core Implementation Resources for more details about the frameworks involved.)

#### Study operationalising Getting To Outcomes (GTO) and RE-AIM

This initiative, which aims to support stable housing among US veterans by addressing mental health and substance use, will compare 'implementation as usual' (involving training and treatment manuals) with 'implementation augmented by GTO. GTO sets out the steps involved in implementation and provides guidance for approaching each, broadly structured around planning, implementation and self-evaluation. We need more research like this in the UK, exploring the impacts of enhanced implementation strategies!

#### [Protocol](#)

Smelson D, Chinman M, McCarthy S, Hannah G, Sawh L and Glickman M (2015) 'A cluster randomized Hybrid Type III trial testing an implementation support strategy to facilitate the use of an evidence-based practice in VA homeless programs' *Implementation Science* 10:79

#### Study operationalising the RE-AIM framework and the Consolidated Framework for Implementation Research (CFIR)

The project is implementing a diabetes prevention programme in three medical centres working with US veterans. The protocol sets out how CFIR will be used to guide qualitative data collection and analysis and RE-AIM used to assess reach, effectiveness, adoption, implementation and maintenance. Additional files show the measures used for the RE-AIM domains and the staff and patient interview guides.

#### [Protocol](#)

Damschroder L, Moin T, Datta S, Reardon C, Steinle N, Weinreb J, Billington C, Maciejewski M, Yancy W, Hughes M, Makki F and Richardson C (2015) 'Implementation and evaluation of the VA DPP clinical demonstration: protocol for a multi-site non-randomized hybrid effectiveness-implementation type III trial' *Implementation Science* 10:68



*Implementation Knowledge and News is produced for members of the UK Implementation Network. This edition was collated by Jane Lewis (The Colebrooke Centre for Evidence and Implementation) and others on behalf of the UK-IN Knowledge Resources group. To suggest items for inclusion in the next edition, or for comments and feedback, please email Jane at [jlewis@cevi.org.uk](mailto:jlewis@cevi.org.uk) and/or the UK-IN administrator, Alisan Napier, at [admin@UK-IN.org.uk](mailto:admin@UK-IN.org.uk).*



## UK IMPLEMENTATION NETWORK

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**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 for individuals (to December 2015): £50 (£35 for registered students); £75 to December 2016.**

**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.