



UK IMPLEMENTATION NETWORK

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

Page | 1

Implementation Knowledge and News

The UK-IN Members' Bulletin Winter 2014

Welcome to all new members of the UK Implementation Network. This is the first edition of our regular bulletin for members, *Implementation Knowledge and News*. We hope you will use it as a space to find out about - and share - knowledge and news about implementation-relevant work and events, so that we can build the Network and track how implementation science and practice is developing across the UK. Contributions from UK-IN members - wherever you are, and whatever capacity or sector you work in - are warmly invited; see the end of *Knowledge and News* for details of how to contact the Editor.

Network News

Message from the Chair

A warm welcome to everyone and many thanks for your support. We were delighted to meet some of you at the RSA on October 23-24th, and are looking forward to meeting more of you and building our plans for sharing activities and learning on all things implementation-related for 2015. The Network now has over 60 members drawn from a wide variety of organisations and sectors, and 2015 will see us seeking more substantial funding to resource the administration of the Network, build an excellent website and on-line resource repository, and help us establish a variety of networking and learning activities for members. The Network is for you: and we need your participation to make it a success! So please do consider getting involved, perhaps by offering to help organise or host an event, or by suggesting themes of interest for seminars, webinars, or other types of meeting (physical or virtual).

We're also delighted to be opening the members' exclusive area of the UK-IN website shortly after this first edition of *Implementation Knowledge and News*, so that from now on, this bulletin and other resources contributed by and for members will also be accessible via the website. Passwords will be sent to all members in the second week of December 2014. When you log in, the first resource that you will find there will be the first in a series of regularly updated *Core Implementation Resources* – an invaluable summary and digest of foundational resources on core implementation themes and topics. Other digests will swiftly follow – one each month over the next few months – on special topics of interest, including for example Fidelity and Adaptation; Scaling and Sustaining Innovation; and Readiness and Fit. We are especially grateful to **Jane Lewis and Ann Lendrum** of the

Knowledge Resources sub-group for their hard work in producing these first Implementation Resources for UK-IN. We invite others who may like to produce others of new topics to get in touch asap.



Chair, UK Implementation Network

Celebrating the launch of UK-IN: reception, Royal Society of Arts, October 23rd 2014

Fifty of our new members and invited guests from organisations in policy, philanthropy, research and practice in services to people gathered to celebrate the launch of the UK Implementation Network on October 23rd 2014 at a reception at the Royal Society of Arts in London. We were most grateful to the **Sir Halley Stewart Trust** for a grant to support the launch activities, as well as contributing to the associated workshops we ran that week (see below).

In her launch address, **Sharon Witherspoon, OBE**, Director of the Nuffield Foundation, outlined the importance of implementation to social science and its application in the UK, and welcomed the establishment of the Network as an initiative offering a way to bring policy makers, funders, practitioners and research scientists together around a shared interest in service improvement. Our invited speaker from the USA, **Melissa Van Dyke, Co-Director of NIRN** (the National Implementation Network) at the University of North Carolina, encouraged us to connect with our colleagues in the global movement to build implementation science, including attending the next biennial *Global Implementation Conference (Dublin, May 26th-28th 2015)*. UK-IN Chair **Dr Deborah Ghate** spoke about our aims toward building an indigenous community of science and practice in implementation tailored to UK systems and service contexts, as well UK-IN's intended contributions and planned activities. UK-IN Vice Chair **Professor Paul Montgomery** described some of the ongoing research work contributing to build the UK science base. The energy and buzz about the launch was very evident both in the room and on social media.

UK-IN's inaugural learning events on applying implementation science in practice: Workshops for Senior Leaders and on Active Implementation Frameworks, October 23rd and 24th 2014, Royal Society of Arts

During the third week of October we also ran UK-IN's first two workshops on implementation science and practice, ably and energetically facilitated by **Melissa Van Dyke from NIRN**. NIRN has become one of the most influential groups in the USA and across the world for the development of practical improvement strategies based in implementation and innovation theory and research. The first (*Implementation Barriers and How to Solve Them*) was for an invited group of senior leaders from philanthropy, the voluntary sector and intermediary organisations; the second introduced a wider UK audience of researchers, practitioners, clinicians and funders to NIRN's widely influential *Active Implementation Frameworks*. The workshops were extremely well received, with

many participants noting that the richness of the material could have kept us well occupied for two days rather than one! One participant commented: "*Excellent presentation skills and excellent content: a great combination.*"

We are planning more events and workshops – contact activities@uk-in.org.uk with your suggestions or if you'd like to get involved.

UK-IN affiliates to the Health Services Research Network

We're delighted to have recently been invited to become an affiliate of the HSRN: a network hosted by Universities UK and the collective voice for health services research in support of practice and policy. It brings together those who produce and use evidence to improve services. UK-IN looks forward to collaborating in the spread of news and intelligence about topics and events of mutual interest to the two groups. Find out more about HSRN and join up [here](#)

Implementation Fellows Connect: healthcare implementation communities (from Annette Boaz, Kinston University)

There are increasing numbers of fellowship schemes supporting individuals in developing their capacity to support implementation in healthcare. In October, an event brought together fellows funded by a number of schemes to discuss synergies and support networking. The event, entitled *Fellows Connect: Creating and sustaining networks for Knowledge Agents*, aimed to explore the diversity of past and present fellowships in the UK; to understand more about fellows' trajectories and needs; to think about how fellowship programmes have impact; and to explore possible futures that will help benefit the system, its organisations, fellows and so patients and service users. Dr Annette Boaz, from UK-IN was among the speakers, in her role as a member of the National Institute for Health Research Knowledge Mobilization Research Fellowship scheme. There is further information about the event on the web: <http://www.nhs.uk/capability-capability/networks-for-health/fellows-connect.aspx>. The organisers are also developing a Google community (Fellows Connect). If you would like further information about the fellowship schemes or the online community, contact Georgina Earle: networks@nhs.uk

Implementation studies and projects – news from members

(Calling all members! Let your fellow UK-IN members know about implementation projects you are working on: Contact the editor, knowledge@uk-in.org.uk)

Using an implementation lens to support Adoption Reform (from the Colebrooke Centre)

The Colebrooke Centre for Evidence and Implementation is presently in a number of projects using an implementation science-informed approach in the specific area of

adoption policy and service design. They are leading the implementation and market analysis of the national Adoption Support Fund - a £19m initiative seeking to widen and improve access to effective post-adoption therapeutic services for the Department for Education - and have recently been commissioned by several local authorities in England to strengthen the design and implementation of their adoption support services. The approach brings adapted frameworks and learning from global implementation science to an area of children's services that has been a particular focus for recent government policy in England, both nationally and locally. The Centre notes that adoption services are a particularly rich arena for implementation support, both because they are embedded in complex systems and because the government reform agenda takes the focus beyond evidence-based practices and into the territory of applying implementation science to mainstream services.

Conferences, courses, funding opportunities, jobs and other news

3rd Global Implementation Conference, Dublin, 26-28 May 2015

The 2015 conference of the Global Implementation Initiative will take place in Dublin 26-28th May 2015. GIC is one of the key international conferences on implementation and this is the first time it has been held outside the US. The theme is 'implementation for impact', with a focus on achieving results at scale and with specific themes on scaling and capacity development; measurement systems and rapid results; developing the implementation infrastructure; communication and knowledge capture; and regional, national and global implementation collaboration. There will be a one-day 'implementation academy' on Tuesday 26th May. You can read more about the plans and the call for abstracts [here](#)

Post-doctoral fellowships in improvement science: Kings Improvement Science

King's Improvement Science recently closed applications for six postdoctoral fellowships for people who want to be involved in, or lead, an improvement science project. Applications have just closed for three one-year fellowships and three three-year fellowships – supported by funding from Guy's and St Thomas' Charity and the Maudsley Charity - to work on either an existing project or to propose a new project. KIS was launched in January 2013 and is led by senior staff at King's College London, Guy's and St Thomas' NHS Foundation Trust, King's College Hospital NHS Foundation Trust and South London and Maudsley NHS Foundation Trust. Find out more [here](#)

Launch of Implementation Learning Laboratories, Birmingham, 10 December 2014

Launch event for the Infection Prevention Society's new Implementation Learning Laboratories: you can also attend (for free) as a virtual delegate. The focus is on implementation of guidelines in health services and there will be further events across the UK and Ireland. More information [here](#)

Post Graduate Qualification in Implementation Science, Trinity College Dublin (from Claire Burns, CELCIS)

UK-IN member Claire Burns from CELCIS at the University of Strathclyde is enrolled on Trinity College Dublin's new course. The course runs from September to June with a

commitment of 3 days per month for each module. Module 1 looked at the range of implementation frameworks and the relevance and limitations of each. Module 2 was on organisational structure and climate and the implication of these for implementation activities. Module 3 is now focusing on the role of data, information and knowledge to drive change and improvement throughout an implementation cycle. Claire and fellow students from a range of settings including health management, consultancy and research and policy implementation will be updating on their progress through twitter and highlighting interesting articles and resources.

CLOSING SOON: Implementation-related job opportunity (from Tracey Bywater, University of York)

Born in Bradford are looking to recruit a new research programme manager to lead their new flagship project – the Better Start Bradford Innovation Hub. We are looking for an inspirational research leader to lead the new Better Start Bradford Innovation Hub. This is a once in a lifetime opportunity to be part of an initiative which will have real impact on improving the life chances of some of the poorest families within Bradford. Better Start Bradford has been awarded £49 million from the National Lottery to help parents give their children the best start in life (<http://tinyurl.com/m8a3537>). As a component of Better Start Bradford, the Innovation Hub will unite leading academics from the Universities of York, Bradford, and Leeds to establish a new birth cohort and provide a centre for evaluation of effectiveness of innovations aimed at improving well-being, communication and language development and nutrition and obesity in pregnant women and 0-3 year olds. The successful candidate will manage the set-up and recruitment of the new Better Start birth cohort. They will provide academic leadership and strategic direction to a team of research fellows to ensure that research questions are answered using high quality and rigorous research methods. They will take a lead in securing additional grant income to fund research related to the Better Start Bradford project, and publishing high quality peer reviewed articles.

For further information and to apply online please follow this link:
http://www.jobs.nhs.uk/xi/vacancy/efb287b3e28abd90aa2e410dcc226cc6/?vac_ref=913574384

Closing date 8th December 2014, interviews 9th January 2015

New implementation resources

Evening Webinar: Building the Science & Practice of Implementation - the opportunities and challenges that lie ahead hosted by the Child and Family Evidence-Based Practice Consortium (Colorado, USA)

December 15th 2014 19.00-20.30 GMT (14.00-15.30 EST)

Given by Allison Metz, co-Director, NIRN. **Allison Metz, Ph.D.**, is a developmental psychologist, Co-Director of the National Implementation Research Network (NIRN), and Senior Scientist at the Frank Porter Graham Child Development Institute at The University of North Carolina at Chapel Hill. Allison specializes in the implementation, mainstreaming, and scaling of evidence to achieve social impact for children and families in a range of human service and education areas, with an emphasis on child welfare and early childhood service contexts. Allison's work focuses in several key areas including: the development of evidence-informed practice models; the use of effective implementation and scaling strategies to improve the application of evidence in service delivery systems; and the development of coaching, continuous quality improvement, and sustainability strategies.

Registration link for

attendees: https://theinstitute.adobeconnect.com/e57k5bkqfl4/event/event_info.html

David Bernstein, chair of the EBP Consortium writes: *While there will be an opportunity to ask questions as part of the webinar we also welcome any in advance of the event. Please send them to me at bernstei@msudenver.edu*

Webinar: implementation science: what it is and how to use it

This webinar gives an excellent overview of some of the key issues and debates in implementation science. It brings together researcher, funder and implementation support perspectives including The Annie E. Casey Foundation (one of the major third sector funders of programmes in the US), the U.S. Department of Health and Human Services and the National Implementation Research Network. There is a good Q&A session drilling down to practical implementation issues with particularly interesting comments on the need to match programme selection to local contexts, the connectivity between performance data and implementation science, and moving beyond a dichotomous debate about fidelity and adaptation to an understanding of the value of '*purposeful change which is about optimising practice*'. View the webinar [here](#)

Webinar: one-day symposium on implementation science and global health

Symposium looking at the application of implementation science to health services in low- and middle-income countries, including a session by Kirsty Newman, head of the Evidence into Action Team at the UK Department for International Development. All the talks, discussion sessions and presentations are available – it's a rich resource for those interested in implementation in developing countries. View webcast and presentations [here](#)

Online learning modules on implementation, knowledge mobilisation and evaluation

The Ontario Centre of Excellence for Child and Youth Mental Health has just launched a great set of online learning modules, including a programme on implementation which includes an introductory module and sessions on factors influencing the implementation process, leading organisational change and needs assessment. A good resource to use on your own or with a team – access it [here](#)

Four things policymakers need to know about implementation

This two-page summary from the National Implementation Research Network makes the case for integrated, planned and funded implementation strategies for effective policy-making. Download [here](#)

PROSPER given 'near top tier' status by the Top Tier Evidence initiative

PROSPER will be of interest to UK-IN members because it is a *delivery system* – a methodology and infrastructure for selecting and implementing new programmes, strongly community based, rather than a programme itself. You can read more about the evidence for PROSPER (PROMoting School-community-university Partnerships to Enhance Resilience) [here](#) and on [the PROSPER website](#). The Top Tier Evidence initiative is a US-based 'clearing house' that identifies programme and interventions of proven effectiveness.

Page | 7

New writing on implementation

A new validated instrument for measuring organisational implementation climate: the Implementation Climate Scale

This paper is from one of the leading implementation science groups in the US who have been investigating the interaction between organisational environments and effective implementation for many years. They have now validated and refined the Implementation Climate Scale, a brief and pragmatic measure of the strategic climate for implementation of evidence-based practices in public sector health settings. The measure is eminently useable: now we need to test its application to UK organisational contexts.

[Article](#)

Ehrhart M, Aarons G and Farahnak L (2014) 'Assessing the organizational context for EBP implementation: the development and validity testing of the Implementation Climate Scale (ICS) *Implementation Science* 9: 157

Leadership for effective implementation: what do leaders need to do?

By the same group, this is a really stimulating and very practical paper that maps out specific strategies that leaders can apply at system, organisation and work group levels to develop strategic climates that are supportive of implementation. The authors look at how 'climate embedding mechanisms' such as what leaders pay attention to regularly, how they react to crises, how they allocate resources, role modelling, organisational design, organisational systems, and rites and rituals, can all be employed in the service of effective implementation.

[Abstract](#)

Aarons G, Ehrhart M, Farahnak L and Sklar M (2014) 'Aligning Leadership Across Systems and Organizations to Develop a Strategic Climate for Evidence-Based Practice Implementation' *Annual Review of Public Health* 35: 255-274

Synthesis of innovation adoption theories

A very useful synthesis. It emphasises aspects of implementation processes and settings that are potentially modifiable and that might therefore be the focus of efforts to improve adoption. The paper makes it clear that adoption is itself a process, not an event, and makes a nice distinction between pre-adoption and established consideration.

[Abstract](#)

Wisdom J, Chor K, Hoagwood K and Horwitz S (2014) 'Innovation Adoption: A Review of Theories and Constructs' *Administration and Policy in Mental Health and Mental Health Services Research* 41: 480-502

Implementation of aspects of British child welfare system in Quebec

This study is particularly intriguing because it involved introducing elements of the British child welfare system into the Quebec system (the use of the Framework for the Assessment of Children in Need and their Families; supporting and involving parents; and collaborative working with partner agencies). **UK-IN member Helen Jones** is providing advice and consultation to the project. The paper identifies the implementation facilitators and barriers and discusses the importance of adaptation to local contexts: 'evidence-based interventions are good, but *realistic* evidence-based interventions are even better'.

[Abstract](#)

Dufour S, Lessard D and Chamberland C (2014) 'Facilitators and barriers to implementation of the AIDES initiative, a social innovation for participative assessment of children in need and for coordination of services' *Evaluation and Program Planning* 47 64-70

Effectiveness of implementation strategies to support Multidimensional Treatment Foster Care (MTFC)

MTFC is one of the key evidence-based programmes being implemented in children's services in the UK. This study, by the group that led its development, tested the use of Community Development Teams (CDTs) to support high quality implementation. (CDTs are a learning collaborative model that involve different areas working together and sharing learning to develop implementation plans and overcome barriers.) A cluster randomised trial was used to compare CDT-supported implementation with independent efforts. It found that CDT-supported counties completed the implementation process more thoroughly and serviced twice as many service users, although there was no impact on the number of counties starting up programmes or on the speed of implementation. It's particularly note-worthy as a high quality evaluation of an implementation support strategy – we need more of this type of research in the UK.

[Article](#)

CH Brown, Chamberlain P, Saldana L, Padgett C, Wang W and Cruden G (2014) 'Evaluation of two implementation strategies in 51 child county public service systems in two stages: results of a cluster randomized head-to-head implementation trial' *Implementation Science* 9: 134

More on learning collaboratives

Quality Improvement Collaboratives are emerging as the facilitating method of choice for healthcare improvement initiatives. This study looked at the circumstances under which participants in a virtual collaboration benefited most, and effectively highlights that implementation support strategies themselves need high quality implementation.

[Article](#)

Butler A, Canamucio A, Macpherson D, Slok J and True G (2014) 'Primary Care Staff Perspectives on a Virtual Learning Collaborative to Support Medical Home Implementation' *Journal of General Internal Medicine* 29 (Supplement 2) S579-588

Why didn't it work? Using implementation theory to learn from failed implementation

This paper, by a UK-based team, uses Normalisation Process Theory (NPT) to understand why efforts to implement a whole systems approach to improving long-term health condition management weren't successful. You can read more about NPT in UK-IN's first *Core Implementation Resources* digest, available to members shortly.

Page | 9

[Article](#)

Kennedy A, Rogers A, Chew-Graham C, Blakeman T, Bowen R, Gardner C, Lee V, Morris R and Protheroe J (2014) 'Implementation of a self-management support approach (WISE) across a health system: a process evaluation explaining what did and did not work for organisations, clinicians and patients' *Implementation Science* 9:129

And finally ... a call for more rigour in implementation research

This paper is likely to be of most interest to members involved in the commissioning and design of implementation research. It is essentially a call for more rigour in the use of theory, frameworks and research instruments in implementation science, and provides a very useful set of recommendations for what a more rigorous approach involves.

[Article](#)

Martinez R, Lewis C and Weiner B (2014) 'Instrumentation issues in implementation science' *Implementation Science* 9: 118

Study protocols

(Studies in progress: showing how implementation science is developing in the UK and internationally, and particularly how implementation theory is leading to a richer, and more practically useful, approach to evaluation)

Explaining the limited implementation of mindfulness-based cognitive therapy (MBCT)

This study will look at why mindfulness-based cognitive therapy has not been implemented more widely in routine practice, despite being singled out as a key priority for implementation by NICE back in 2009, and will develop an implementation plan to promote its wider use. It's particularly worth looking at the methodology because the starting point is an intervention already being used in real-world settings (rather than the point of transfer from controlled settings), and to see how the PARIHS framework will be used as the underpinning framework for the study. We'll be including PARIHS in our upcoming Knowledge Resource.

[Study protocol](#)

Rycroft-Malone J, Anderson R, Crane R, Gibson A, Gradinger F, Griffiths H, Mercer S and Kuyken W (2014) 'Accessibility and implementation in UK services of an effective

depression relapse prevention programme – mindfulness-based cognitive therapy (MBCT): ASPIRE study protocol' *Implementation Science* 9: 62

Evaluating implementation support strategies in school settings

This Australian study will test the effectiveness of a comprehensive implementation support strategy to increase healthy school canteen practices, in line with recent government policy. It will compare an implementation support model (involving implementation support staff, training, resources, a rewards system, consensus-based planning, leadership support and rapid feedback) with 'implementation as usual'.

Page | 10

[Study protocol](#)

Wolfenden L, Nathan N, Williams C, Delaney T, Reilly K, Freund M, Gillham K, Sutherland R, Bell A, Campbell L, Yoong S, Wyse R, Janssen L, Asmar M and Wiggers J (2014) 'A randomised controlled trial of an intervention to increase the implementation of a health canteen policy in Australian primary schools: study protocol' *Implementation Science* 9: 147

Moving from policy to practice – evaluation of implementation strategies to make it real

This study is of interest because it addresses a situation with which UK-IN members will be familiar, where there is a policy mandate for the introduction of new approaches without the specific model or implementation methods having been defined. The study will use a collaborative approach led by local programme coordinators to develop treatment protocols and implementation strategies tailored to each local setting, and will explore the implementation process and the effectiveness of the strategies used.

[Study protocol](#)

Gill K, Campbell E, Gauthier G, Xenocostas S, Charney D, Macaulay A and others (2014) 'From policy to practice: implementing frontline community health services for substance dependence – study protocol' *Implementation Science* 9: 108



Implementation Knowledge and News is produced for members of the UK-Implementation Network. This edition was edited by Jane Lewis (The Colebrooke Centre for Evidence and Implementation) and Dr Ann Lendrum (University of Manchester) on behalf of the UK-IN Knowledge Resources group. To suggest items for inclusion in the Spring 2015 edition, or for comments and feedback, please email them before March 1st 2015 to knowledge@UK-IN.org.uk



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 recently 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.

Over the next year we will build a range of activities and resources to bring people together and develop the field in the UK.

Members will 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
- Reduced fees at our October 2014 London workshops on Active Implementation Frameworks, led by one of the leading experts in implementation science and practice
- Free attendance at the Network's official launch event to be held in central London in October 2014 (subject to numbers)

Initial joining subscription (to December 2015): £50 (£35 for registered students). For more information on the Network, our Terms of Reference and steering group members, and an application form, visit: 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 founded in 2013 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.