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   Spring 2015

Greetings to all existing members of the UK Implementation Network and **welcome to those who have joined us recently**. This is the second edition of our regular bulletin for members, *Implementation Knowledge and News*. It's a place for you to share your own news with other members, and to keep updated on recent developments, planned activity and new resources specifically relating to implementation. Below you'll find information about events and learning resources, as well as updates on how the Network is developing. **The next edition is planned for July 2015: contributions from UK-IN members are warmly invited by June 15th 2015;** see the end of *Implementation Knowledge and News* for details of how to contact the Editor, Jane Lewis, or submit information to our Administrator, Alisan Napier.

Message from the Chair

Real world implementation issues for the UK – and linking with our international colleagues

Greetings all! 2015 is zipping by, and the Network is growing fast: we now have over 70 members. In the next edition of *Implementation Knowledge and News* we plan to share some analysis drawn from the membership database about who we all are, and launch an on-line directory of members to ensure you get to know your fellow members and can network with them more easily.

Now that we have some more administrative support (see below), UK-IN is pushing ahead with big plans for the rest of the year and beyond. The Membership Sub-Group will be **surveying the membership** soon to seek your ideas for Network activities. We will also be making efforts to raise our social media profile to improve awareness of the network and encourage membership. Follow us on twitter if you have not done so already! **[@UK_ImpNet**]. We're also planning several initiatives designed to further develop the Network and make sure we all get as much out of it as possible. In particular, we're just about to start on a project to **redevelop and redesign our website** to make it more interactive and easier to update in real time. If anyone has skills (or even just time and enthusiasm!) to offer to this effort and would like to join the Website & Communications Sub-Group, please let me know asap on dghate@uk-in.org.uk.

Also very importantly, UK-IN is currently funded entirely by subscription from members, fees from events we run, and donations. We plan to launch **a funding drive** from mid June 2015 so that we can extend and sustain our activities: again, help, support and ideas are very welcome!

On the activities front, we'll shortly be announcing the first in a **series of seminars** organised by the Activities Sub Group, which we hope to host and co-host in a variety of locations around the UK. The series is themed around key topics in implementation science and practice, with the aim of extending some of the Big Topics that were first raised at our launch workshops on Active Implementation Frameworks at the Royal Society of Arts last October. We want to hear mainly UK speakers to reflect on their own real world experience of how key implementation principles play out in the context of UK services and systems. For example, what does UK implementation experience tell us about sustaining and scaling effective services? What are we learning about making UK systems more implementation-ready? What new insights, frameworks and methods can an implementation lens contribute to UK research on what works? What new insights have UK teams generated on the continuing debate about the optimal balance between fidelity to interventions 'as designed', and contextually- sensitive adaptation?

And although the focus for the series will mostly be on UK learning and UK speakers, we're excited to say that it will be kicked off by one of the leading international contributors to the field, on Friday May 22nd in London, when Dr Allison Metz, Co-Director of the National Implementation Research Network in the USA will present an introduction to the art and practice of co- creation for more successful implementation: "*deeply involving stakeholders in identifying all dimensions of the problem and designing and implementing solutions*" (Pfitzer, Bocksette & Stamp, 2013).

Are you attending the **Global Implementation Conference – GIC2015 - in Dublin in May?** A number of UK-IN members are presenting or chairing sessions at the conference – if you're going, join us there! UK-IN will have a stand at the conference where you can meet **Claire Burns, (our membership lead)** as well as other members to share ideas about how we can develop and use the Network. We'll be convening an informal gathering at the end of the first day of the conference on **Wednesday 27th at 5pm**. Please let Claire know (membership@uk-in.org.uk) if you'll be around and would like to be included, with an email or a mobile number you'll be checking during the conference, so we can text/mail you with final details of the meeting place. It will be a chance to reflect with fellow members on what we're all taking away from the conference, with especial reference to its relevance for our work in research, policy and practice across the UK.

Deborah Ghate
Chair, UK Implementation Network

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Network News

We're very happy to welcome Dr Tracey Bywater, Reader in Enhancing Parental Input in Supporting Children's Success and Director of Graduate Studies at the Institute of Effective Education, University of York, who has just joined the Steering Group.

We're also delighted to welcome **Alisan Napier** who has just joined UK-IN as our part time Administrator.

**Alisan Napier,
UK Implementation Network
Administrator**

You can contact Alisan on admin@uk-in.org.uk or by phone on 0203 645 3282 or 07957 595 231. Alisan is your first port of call for membership enquiries or communications, and will collate information you send her for potential inclusion in upcoming bulletins or other mailings. She'll also be managing bookings for events and meetings, and helping out at our events.

Other News

A new **Centre for Implementation Science is being created** to support research and other activities carried out by the CLAHRC South London – and to promote the value of implementation science to healthcare organisations across the world.

The Centre will be based at the Institute of Psychiatry, Psychology & Neuroscience, King's College London (within the Health Service and Population Research Department there) and will be home to a team of expert researchers, including health economists and statisticians. They will investigate how best to help 'implement' evidence-based practice and clinical research within health services in south London and further afield. Read more here.

Undertaking and promoting implementation research
King's Improvement Science
More information about implementation science

Conferences, courses, learning events

Webinar coming *SOON!!!!*
Consolidated Framework for Implementation Research tools and resources: current and future plans *Evening webinar* 2nd April 2015, 4.00-5.00 pm GMT
CIFR is one of the most widely used frameworks for understanding implementation – you'll

hear more about it at GIC. This webinar is part of the QUEIRI (Quality Enhancement Research Initiative) Implementation Seminar series and will be led by Laura Damschroder. It's likely to be a good and refreshing end of day learning slot! Register for the webinar here

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UK Implementation Network Seminar: An Introduction to Co-Creation for better implementation: what is it, why is it important, and how is it done?
With Dr Allison Metz, Co-Director, NIRN, University of North Carolina
Friday May 22nd, Central London 10.30am -12.30pm (Venue to be confirmed)
Free to UK-IN members: Registration open soon but register advance interest for limited places with admin@uk-in.org.uk

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INTERNATIONAL IMPLEMENTATION EVENT OF THE YEAR: GIC2015

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

If you missed early bird registration – Register now as rates rise on April 28th!

Tuesday 26th May: Pre-conference Implementation Academy co-sponsored with Trinity College, including a choice of thirty-two 90-minute in-depth workshops will be available to registrants covering a breadth of topics including:

- The role of intermediaries in effective implementation, sustainability, and scale-up
- Implementation measurement and tools
- Implementation frameworks
- Implementation in Low- and Middle-Income Countries
- The parallels of implementation approaches in health and behavioural health systems

Rates including VAT (refundable for VAT-registered organisations) for the Academy:
Full day €360; half day ;€190,

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Wednesday 27th -Thursday 28th May: Main Conference
€450 including VAT (refundable for VAT-registered organisations) for the Academy:

Further information on the conference at http://gic.globalimplementation.org/

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South London CLAHRC Improvement Science Master Class: June 1st – 2nd
For more information contact marguerita.gillespie@kcl.ac.uk

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Workshop on Implementation Science in Scotland, given by Barbara Kelly. Register here.
Enquiries to: caroline.marley@strath.ac.uk

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HSRN Symposium 2015
1-2 July 2015, Nottingham Conference Centre

The Health Services Research Network (HSRN) would like to invite you to their annual symposium, taking place at the **Nottingham Conference Centre** on **Wednesday 1st – Thursday 2nd July**.

 HSRN Symposium presents the leading edge of health services research in a multidisciplinary programme which includes:

- Two days of interactive sessions
- Research presentations
- Plenaries sessions
- Case studies
- Networking
- Question time

This provides the ideal event for you to hear and discuss current issues and potential new methods to improve patient care.

Come and listen, have your say, make your opinion count and network with other health professionals.

To find out more and to register, click here.
Visit HSRLive at: http://www.hsrlive.org/?xg_source=msg_mes_network

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The second annual UK KMb Forum is on 13-14 April 2015 in Edinburgh (#UKKMbF15 @UKKMbF), and it's for anyone who's interested or involved in getting research, evidence and knowledge into day to day practice, and increasing the impact of what we know. It's a rare opportunity for knowledge producers, brokers and knowledge users to get together. It's for all sectors, so everyone's welcome including people involved in healthcare, education, policing, charities, international development, government services and many more. More information is available here http://events.rcpe.ac.uk/events/361/uk-knowledge-mobilisation-forum-2015. Registration is now open.

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3rd Biennial SIRC - Society for Implementation Research Collaboration: Advancing Efficient Methodologies through Community Partnerships and Team Science, Seattle, September 25-26th 2015
The conference programme is still being developed but 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

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International Improvement Science and Research Symposium, 21st April 2015, London

This one-day symposium is part of the four-day International Forum on Quality and Safety in Healthcare which will run from 21-24 April 2015 in London. It's a chance to catch up with the latest thinking on directing and implementing improvement in healthcare settings. There is also a free workshop on **Evaluation Designs for Quality Improvement Practice and Research** on **20th April 2015** as part of the forum. You can find out more here

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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

In the archive: recent webinars

Archive Webinar: Scaling an Effective Intervention: How to Build Implementation Capacity, Replicate with Fidelity, and Produce Consistent Outcomes
hosted by Perform Well, United States**: with Dean Fixsen,** and **Moderator: Ingvild Bjornvold**, Director of Strategic Initiatives, Social Solutions

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Dean is the Founder of National Implementation Research Network (NIRN) and Co-Director of State Implementation and Scaling up of Evidence-based Practices Center (SISEP) Solutions. He looks at why, despite millions of dollars of expenditure, evidence based programmes have often failed to produce social benefits at scale, and he outlines how rigorous attention to implementation is key. View the webinar here

Archive Webinar: Building the Science and Practice of Implementation: The Opportunities and Challenges that Lie Ahead hosted by the Child and Family Evidence Based Practice Consortium **with Dr Allison Metz,** Co-Director of the National Implementation Research Network. A webinar presented to the Child and Family Evidence Based Practice Consortium highlighting current implementation science issues with an eye towards future research & practice areas. Allison talks in particular about the need to consider contextual fit in the planning and selection stage and for rich analysis of context, needs and systems; approaches to co-creation in implementation and the importance of stakeholder engagement, and continuous quality improvement. View it here

See also: EBPC website webinars page:
https://ebpconsortium2014.wordpress.com/webinars/

Archive Webinar: Evaluating implementation and combining improvement and implementation sciences hosted by QUERI (Quality Enhancement Research Initiative) implementation seminar series **Professor John Ovretveit**, Director of Research, Professor of Health Innovation Implementation and Evaluation, Karolinska Institute, Sweden
John discusses why implementation and its evaluation are critical, looks at the differences between improvement science and implementation science (which he sees as 'two domains separated by a common language'), the need for a range of evaluation approaches including hybrid design, action evaluations and more innovative research methods. View it here

New online implementation resources

Video Clip Resources: 5 wonderful short animations on some key implementation topics
…including fidelity, coaching, implementation support teams, and working in the schools context. They were made and are shared with kind permission by **Melanie Barwick**, an implementation expert of long standing, based in Canada: View them here:

These 5 video clips were developed from Dr. Melanie Barwick's research on the implementation of evidence-based practices in child and youth mental health, funded by the Canadian Institutes of Health Research. Each video clip captures high level messages related to implementation, and can be used educationally to share knowledge about these concepts with a variety of audiences. *Melanie says: We hope you will enjoy them and that they prove useful to you. Please share them with others! Other KT and Implementation Resources can be found at www.melaniebarwick.com and e-learning modules on implementation, developed by Barwick and colleagues for the Ontario Centre of Excellence*

for Child and Youth Mental Health, are located here:
http://www.excellenceforchildandyouth.ca/resource-hub/learning-modules

PS! Melanie will be a keynote speaker at GIC2015 in Dublin May 26-28th 2015

CEBCCW Implementation resources for evidence-based practices
The California Evidence-Based Clearinghouse for Child Welfare has produced a very rich set of guidance, tools, resources, online training and signposts to key texts on a wide range of implementation issues focused on evidenced-based practices. It's a real treasure trove, and likely to be of real interest in UK-IN members in much wider fields or work. Have a look at it here

Online resource for dissemination and implementation models in health research and practice
This interactive website was developed by the Center for Research in Implementation Science and Practice (CRISP) at University of Colorado. It aims to help practitioners and researchers select the dissemination and implementation model that best fits their practice problem or research question, adapt the model to the study or practice context, fully integrate the model into the research or practice process, and find existing measurement instruments for the model constructs. It's another rich set of resource with a strong practice orientation. You can view it here

New writing on implementation

Demystifying theory and its use in improvement
This paper, by UK and US researchers, does exactly what it says on the tin! It's an excellent and extremely accessible explanation of why theory is so important in improvement, from grand social theory to minor working hypotheses and intervention logic models. Informal theory is always present in improvement work needs to be used directly to develop interventions, optimise their design, identify the necessary conditions for their success, and enhance learning from their implementation. Failure to make theory explicit is likely to be part of the explanation for many failed implementation efforts.

Article
Davidoff F, Dixon-Woods M, Leviton L and Michie S (2015) 'Demystifing theory and its use in improvement' *BMJ Quality and Safety Online First doi:10.1136/bmjqs-2014-003627*

Scaling up innovation and evidence based programming: developing the infrastructure
This collection of a main paper and four commentaries looks at how to strengthen the infrastructure for scaling up. The main paper, by Lauren Supplee and Allison Metz, calls for better analysis of need, context and the potential of programmes, and for more sophisticated use of feedback and data for continuous quality improvement. The

commentary papers, by leading implementation scientists and practitioners, look at improving the use of data and evidence, including cost-benefit analysis, for scaling.

[Article](#)
Supplee L and Metz A (2015) 'Opportunities and challenges in evidence-based social policy' *SRCD sharing child and youth development knowledge volume 28 no 4*

Economic evaluation – the missing piece in the implementation research jigsaw
Evaluations of implementation strategies have rarely involved economic analysis: but implementation efforts demand resources, and so have costs. This paper provides a very accessible summary of why economic evaluation needs to be better integrated in studies of implementation and the types of analyses that are likely to be most useful.

[Article](#)
Hoomans T and Severens J (2014) 'Economic evaluation of implementation strategies in health care' *Implementation Science 9:168*

Capturing the on-the-ground learning from implementation efforts
Too often, much of the on-the-ground learning from practice and systems quality improvement initiatives is lost, so that we can't replicate what worked and we can stop ourselves from repeating what didn't. This article presents an approach, Learning Evaluation, for flexible but rigorous study to capture the transportable learning from multi-site implementation efforts. It is based on five principles: gathering dta on changes made and how they are implemented; collecting process and outcome data; assessing multi-level contextual factors; using data for continuous quality improvement, and operationalising common measurement strategies for transportable results.

[Article](#)
Balasubramanian B, Cohen D, Davis M, Gunn R, Dickinson L, Miller W, Crabtree B and Stange S (2015) 'Learning Evaluation: blending quality improvement and implementation research methods to study healthcare innovations' *Implementation Science 10: 31*

A good and grounded case study of selecting and implementing a theoretical model in child and family services
This is a really useful exemplar of how to go about designing and implementing a new approach to service delivery, with a thoughtful discussion of the difficulties encountered. A large not-for-profit in Australia introduced a new Resilience Practice Framework but found that, although the training was well-received, it fell short in prompting sustainable practice change. Does that sound familiar at all?! This prompted renewed planning and development, focusing on using Theory of Change to fine-tune understanding of intended outcomes; defining essential practice changes using the 'common elements' approach; and using the Quality Implementation Framework approach to plan staged implementation. (See the first and second UK-IN Implementation Resource Digests for more on the latter two methods.)

Article
Antcliff G, Mildon R, Baldwin L, Michaux A, Nay C (2014) 'Adopting a Resilience Practice Framework: a case study in what to select and how to implement' *Evidence & Policy vol 10 no 4: 527-540*

Useful summary of instruments for assessing organisational readiness

We'll be looking at organisation readiness as a key part of implementation in a future Implementation Resource Digest. Meanwhile this paper provides a good background on why it matters, and identifies 26 instruments for measuring it in health care contexts. They found limited evidence of reliability and validity testing, but the Texas Christian University scale (TCU-ORC) comes out on top.

Article
Gagnon M-P, Attieh R, Ghandour EK, Legare F, Ouimet M, Estabrooks C and Grimshaw J (2014) 'A systematic review of instruments to assess organizational readiness for knowledge translation in health care' *PLOS ONE December 2014*

A good summary of instruments for measuring key implementation constructs

Another review of instruments, this paper looks at the instruments available to measure constructs in two highly cited implementation frameworks, the Consolidated Framework for Implementation Research (CFIR- see the webinar entry above) and the Implementation Outcomes Framework (IOF). The paper lists the constructs, the populations and settings to which they have been applied, and outlines the group's plans for continued work. Again, it highlights that few have been put through gold standard development procedures – we really need to give this more attention in UK implementation science.

Article
Lewis C, Stanick C, Martinez R, Weiner B, Kim M, Barwick M and Comtois K (2015) 'The Society for Implementation Research Collaboration Instrument Review Project: a methodology to promote rigorous evaluation' *Implementation Science 10:2*

Programme development and implementation methods: Triple P

This wide-ranging paper looks at programme development, testing and refinement and at some key aspects of implementation and scale-up through the lens of the Triple P parenting programme – the first author is founder of the programme. It calls for better engagement with service users from initial programme design to wider community implementation.

Abstract
Sanders M and Kirby J (2015) 'Surviving or thriving: quality assurance mechanisms to promote innovation in the development of evidence-based parenting interventions' *Prevention Science 16:421-431*

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 jlewis@cevi.org.uk and admin@uk-in.org.uk)

Realising Ambition: examining how (and why) to implement replicated interventions
(from Jay Crangle, Catch 22)
Realising Ambition is a £25m Big Lottery Funded UK-wide programme supporting 22 organisations to implement interventions aimed at preventing youth offending. The organisations are receiving support to replicate – that is, to deliver existing interventions to a new group of children or to a new geographical area – as well as to develop an evidence base for their work. Over the coming months the consortium managing the programme are producing a series of Programme Insights sharing learning on key themes from the programme including how (and why) to replicate and the role of evidence in replication. **To sign up to receive copies of these free briefings contact realisingambition@catch-22.org.uk.**

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Implementation Knowledge and News is produced for members of the UK-Implementation Network. This edition was compiled and edited by Jane Lewis and Deborah Ghate (both at the Colebrooke Centre for Evidence and Implementation) 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 and the new UK-IN administrator, Alisan Napier, at admin@UK-IN.org.uk

Items for the next Implementation Knowledge and News Bulletin to reach us by June 15th, 2015

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 launched in 2014 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 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 or no 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

Subscription (reduced rate to December 2016): **£75 (£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

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UK-IN

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.