



Symposium 2 – 2018 Nordic Implementation Conference

Lead for Change – Training leaders and identifying their prerequisites in the implementation process

Presenters: Anne Richter, Lydia Kwak & Annika Bäck (Karolinska Institute); Knut Sundell (Swedish Agency for Health Technology Assessment and Assessment of Social Services)

The successful implementation of evidence is important for public-sector organizations (e.g., health and social care as well as schools). According to several implementation frameworks highlighting factors essential to implementation, such as the Consolidated Framework for Implementation Research (CFIR) and the Preparation, Implementation, Sustainment (EPIS) framework one key factor that affects the implementation success is leadership. Managers can influence the development of a positive implementation climate, support the implementation process by acting as a role model, are responsible to provide staff with information throughout the implementation and facilitate the implementation process by offering guidance. At the same time managers often report to feel lonely in the implementation process and experience not to have sufficient skills.

This symposium encompasses four contributions that all focus on the importance of leadership in the implementation process. More specifically, two leadership trainings to foster implementation success will be presented, one evaluation of one of the trainings as well as a study on the contextual factors of leadership, which will point out, where future training should focus on.

Presentation 1

Anne Richter presents the iLead intervention, an implementation leadership training that aims at increasing managers skills in leading an implementation.

Presentation 2

Knut Sundell, Jill Fialdini Yenidogan and Anne Richter will present the evaluation of the iLead intervention used in both social and health care. Further development of the iLead intervention will be presented alongside lessons learned from conducting this intervention.

Presentation 3

Lydia Kwak will present a study focusing on the implementation of the Swedish occupational health guideline, which aims to create a better work environment for teachers. Two implementation strategies for implementing the guideline in schools will be tested in a cluster-randomized controlled trial.

Presentation 4

Annika Bäck will present top-level managers perceptions on the contextual factors for implementation of EBP. Moreover, she will discuss whether top-level managers' views on contextual factors affecting implementation differs from those of first line managers.

Details are provided below.



Presentation 1: iLead- an three level organizational intervention to foster implementation (Anne Richter)

Background

Implementing change is a challenge which often fails. In particular in healthcare this can have dramatic consequences because such a failure can endanger patient safety but has also negative effects on a broader level such as for employees and organizational efficiency. Implementing e.g. new working methods is something that needs to be carried by different stakeholders in the organizations.

Project Aim

Therefore we developed an organizational intervention (iLead) that targets different levels in the organization- senior management, first line managers and change agents to foster implementation success. iLead aims at fostering implementation leadership as leadership has been identified as a central component in the implementation process. The aim of this presentation is to describe the development of the intervention as well as its content.

Project Methods

Based on the literature from different disciplines and the input of research experts and practitioners the iLead intervention has been developed. It is a participatory intervention where participants work on an actual change that is introduced in their organization now. Longitudinal qualitative and quantitative process and effect data is collected during 2016-2017 to evaluate the intervention

Project Results

Qualitative and quantitative analyses show that the intervention is effective on several levels. Managers rate their knowledge and skills higher after the intervention.

Preliminary or final conclusion / discussion

This is an intervention that creates alignment between the different stakeholders (senior management, first line managers and employees) in an organization and provides them with different tools relevant for their position to foster implementation success.



Presentation 2: The effects of the iLead intervention in health and social care (Knut Sundell, Jill Fialdini Yenidogan , Anne Richter)

Background

Leadership is an important characteristic to assure implementation success. At the same time managers often experience that leading implementation processes is a challenge and that they need support. One way to foster leadership during implementation is to train managers. The iLead intervention is one intervention that has focused on fostering implementation leadership.

Project Aim

66 health care managers and 35 social care managers have participated in the iLead intervention. The aim of this presentation is to present the results of our evaluation of the iLead intervention and to present the lessons learned when conducting the intervention.

Project Methods

A mixed methods approach has been used. Both longitudinal qualitative and quantitative data has been collected before, during and after the intervention. Kirkpatrick's evaluation framework is used to guide the evaluation process.

Project Results

Results from the intervention with health care managers shows promising results. Both qualitative and quantitative analyses show that the intervention is effective on several levels. Managers rate their knowledge and skills higher after the intervention. Results from the social care managers will be presented at the conference but are not analysed yet.

Preliminary or final conclusion / discussion

Results show that the intervention is effective and appreciated by the participating managers. An important topic for further discussion is if iLead can contribute to creating a better alignment in the organization, so that the implementation is aligned across all levels in the organization. Moreover, potential differences in results for health and social care managers will be discussed.



Presentation 3: Creating a sustainable working life in schools: A randomized implementation study (Lydia Kwak)

Background

Given the high prevalence of mental ill-health and related sick-leave among teachers an urgent need exists for a more sustainable working life for this group. One way of doing this is by improving schools' social and organizational risk management. In 2015, we launched the first Swedish occupational health guideline to support workplaces with a structured approach to the prevention of these risks.

Project aims

Even though guidelines and regulations are an essential part of achieving sustainable working environments, research has shown that solely disseminating guidelines and regulations does not result in full implementation in practice. The project aim is to fill the current research-to-practice gap by conducting a cluster-randomized controlled trial (c-RCT) that compares the effectiveness of two implementation strategies for implementing the guideline in schools.

Project Methods

The c-RCT compares the effectiveness of two implementation strategies: ARM 1 - training, implementation teams and workshops (combined strategies) vs. ARM 2 - training (minimal strategy). The proximal outcome is adherence to the recommendations of the guideline (implementation effectiveness). The distal outcomes include risk factors for mental ill-health, absenteeism and presenteeism (intervention effectiveness). Data will be collected from all school personell at baseline, 6, 12 and 24 months by mixed methods (i.e. survey, sms, focus-group interviews, observation, and register-data).

Project Results

The study is conducted at all public primary schools (n=30) in Solna Stad, Strängnäs municipality and Lomma municipality. Solna Stad is located in Stockholm and has seven schools (number of pupils 273-818). Strängnäs is a small municipality located 84 km from Stockholm and has thirteen schools (number of pupils 15-500). Lomma is in the south of Sweden and has ten schools mainly located in small villages (number of pupils 150-700). Baseline data are currently being collected (September 2017). Preliminary results will be presented during the symposium.

Preliminary or final conclusions / discussion

Mental ill-health is the leading cause of sick-leave among teachers. The problems related to mental ill-health are extensive, both for the individual (i.e. suffering and stigmatization), as for the society (i.e. costs for among others health care and insurance, shortage of teachers). This project provides insight into how the social and organisational work environment can be improved for those working in schools and in turn how mental illness amongst this professional group can be prevented.



Presentation 4: Top-level management perspectives on implementation of EBP in social services

Background

Despite a national policy in Sweden advocating evidence-based practice (EBP), the use of non-evidence based methods dominates practice in social services. There is a need to understand the contextual factors that might hinder or enable the implementation. Since implementation hinges on behaviour change in an organization, a theoretical behaviour change model could be a useful tool.

Project aim

The aim of the study is to explore how top-level managers perceive the contextual factors for implementation of EBP. Another aim is to investigate whether top-level managers' views on contextual factors affecting implementation differs from those of first line managers.

Project methods

A qualitative interview study was conducted with 22 managers representing 14 different municipalities in Swedish social services. The managers were either head director of social services, head of a department or head of a unit. The data is currently being analyzed using thematic analysis with a deductive approach where a theoretical model for behavior change (COM-B) is used as a template. A comparison is also made between the top-level managers' views on contextual factors versus the views of the managers that work more closely to social service professionals.

Project results

Competence: Factors perceived to affect implementation were knowledge about EBP, staff turnover and clients as a source of information.

Motivation: Staff interest for research use facilitated implementation. Goal setting and follow-up were described as motivational tools. EBP was described as a way to strengthen professional identity. Opportunity: External authorities were described as important actors for financial incentives, regional support structures and benchmarking. Organizational support structures for research use were highlighted, as was a leadership advocating EBP.

Preliminary or final conclusions / discussion

Preliminary conclusion: Top-level managers seem to emphasize the importance of having a system supporting EBP (from the local political level down to client level) to a greater extent than do first line managers. Managers working closer to social service professionals talk more about visualizing the benefits of EBP.