



Workshop 19 – 2018 Nordic Implementation Conference **Innovating Public Services – Implementation Experience from Denmark**

Presenters: Rasmus Skov Husted (Region Capital, Denmark); Lars Nellemann & Jeppe Ostersen (Mannaz & Rambøll Management, Denmark); Dorte Malig Rasmussen & Jeanet Lemche (University College Lillebælt, Denmark)

Presentation 1: Perspectives on barriers and facilitators among surgeons and physios on home-based exercise (Rasmus Skov Husted)

Background

Currently, in Denmark, there is no coordination between the two healthcare sectors (hospital and municipality) regarding exercise prior to surgery in patients with knee osteoarthritis. Supervised rehabilitation is standard care following surgery, however, no treatment is systematically offered prior to surgery. Home-based exercise would be a new solution of less cost, if implemented.

Project aim

To identify perceived facilitators and barriers among orthopaedic surgeons and physiotherapists towards implementation of a home-based knee-extensor exercise in patients with knee osteoarthritis prior to possible surgery.

Project methods

Qualitative study based on semi-structured individual interviews with four orthopaedic surgeons and a focus group interview with six physiotherapists. Interviews lasted from 30-45 minutes (individual) to two hours (focus group). Following transcription, data were coded and grouped into sub-themes and themes in a qualitative deductive content analysis. The involved health care providers, orthopaedic surgeons (hospital) and physiotherapists (municipality) were interviewed prior to the start of a clinical trial investigating the effect of pre-operative home-based knee-extensor exercise.

Project results

In this preliminary analysis, the following three themes and associated sub-themes was found across the interviewed orthopaedic surgeons and physiotherapists 1) concerns of un-supervised exercise (doubt of exercise effect, un-supervised exercise is not be for all patients), 2) cross-sector coordination (patient reassurance in treatment, reasonable to try conservative treatment prior to surgery, effect of conservative treatment helps guide surgery decision), 3) patient perspective (un-satisfactory treatment attention, motivated by home-based exercise).

Preliminary or final conclusions/discussion

The identification of orthopaedic surgeon and physiotherapist perspectives suggest that patient reassurance in treatment, basis of surgical decision and patient motivation are facilitators, while doubt of exercise effect, un-supervised exercise is not for all patients and un-satisfactory treatment attention are barriers for implementation of cross-sector treatment coordination and home-based knee-extensor exercise. The results will be used to refine the intervention for future implementation.



Presentation 2: Say yes to the mess - Implementation through fidelity data and learning processes (Lars Nellemann & Jeppe Ostersen)

Background

Implementation research often describes implementation as a linear top-down process, but reality is often more circular and messy. Our presentation is based on "Project Job Focused Unemployment Counselling" launched by STAR and describes how we with fidelity data, action learning and sense making processes say yes to the mess and welcome to complexity.

Project aim

"Job focused Unemployment Counselling" is an implementation project in the field of employment with 18 municipalities. The project is based on policy reforms and research evidence that job focused individual counselling of the unemployed have positive employment effects. The job focused counselling approach is well described as a method and the project aims to implement the method and supporting digital tools in the 18 municipalities so that the unemployed are strengthened in their motivation and job seeking.

Project methods

The projects implementation methods include: Implementation design and implementation support through training, action learning, ambassadors, supervision, coaching and workshops backed up by fidelity data.

Project results

The project will be evaluated early 2018 meaning that final results are not accessible yet, but is expected to be ready just before the conference. The evaluation will answer the following evaluation questions: To which degree has the job centres succeeded in performing job focused counselling as intended? To which degree has the implementation strategies (monitoring system, training, ambassadors etc.) had a positive impact on the implementation of job focused counselling? What are the results of the individual and the overall project?

Preliminary or final conclusions/discussion

Continuous monitoring of fidelity data is an important tool to drive implementation processes forward. But data needs to be object of sense making processes and learning dialogues. Implementation becomes a question of making spaces for learning and sense making. This presupposes a culture of learning and reflection which is not always present. A part of the implementation process hence also is about building capacity for learning and reflection among the project participants.



Presentation 3: From a technology project to a cultural project - Implementation of assistive technologies in DK (Dorte Malig Rasmussen & Jeanette Lemche)

Background

Many Nordic municipalities are focusing on implementing assistive technology. It is often expected that assistive technology can contribute to increased efficiency, better service and higher quality levels. A municipality in Denmark has completed a project on implementing a new paradigm with a goal of selecting and using assistive technologies based on the needs of the citizen.

Project aim

To evaluate and present how implementation of assistive technologies in a municipality in Denmark has elaborated from the employee's perspective.

Project methods

The implementation process has been evaluated, and the presentation will focus on the results from analysed focus groups with managers and front employees from the project. The readiness, motivation and capacity of the employees and the organization are discussed from an implementation theory perspective.

Project results

The leaders have used an experimental and playing approach in the process, and expected this to support the employees in developing a new method of implementing assistive technologies. The front staff has been true to the organizational structures and procedures, this has created a disorder in the implementation process. Additionally, the front staff has not been involved in the clarification of the technology match, which has prevented their implementation capacity from being developed. In general, there is not an elementary understanding and agreement about the role of assistive technology.

Preliminary or final conclusions/discussion

To succeed in implementing assistive technology, it is necessary to focus on the organisational readiness and especially the front employees' motivation, the organisational capacity and the innovation capacity. In particular, the components hardware, software, 'people-ware' and the way they are understood, considered and included in the implementation process are essential.