

Poster 24 – 2018 Nordic Implementation Conference

How to stimulate implementation - Using the General Theory of Implementation as a compass in practice

Presenters: Madelon Rooseboom, National Healthcare Institute, Netherlands

Background

Implementation research shows that it is not evident how to choose implementation strategies and which strategies are most successful. Implementation processes are often described as complex and adaptive systems (CAS), raising the question of how to deal with this in practice. According to Plesk and Greenhalgh, a CAS is a collection of individual agents who may act unpredictably and in ways that change the context for other agents.

Project aim

This project concerns a case study, a real-life experiment, focused on how to convert the General Theory of Implementation into a usable compass for members of the Dutch National Health Care Institute to stimulate the implementation of quality standards and/or innovations in health care. It aims to:

- make the concepts of the theory understandable for the members of the Institute
- let members of the institute work with it as a compass
- specify how to work with the compass to stimulate implementation processes

Project methods

In combining two methods, we first used techno-anthropology to discover which actions can be linked to emergent opportunities in CAS. Secondly, developmental evaluation was applied as a means for reflection and adaptation. The first prototype of the compass was used with staff of the Dutch Health Care Institute as a sensitizing concept helping to promote and identify desirable patterns of implementation.

Project results

The compass was embedded in the project 'Implementation Guideline Organise ICU'.

It helped to understand how to stimulate implementation, by

- providing direction through the identification of factors affecting implementation
- informing implementation decisions
- facilitating conditions for sense making and for the organisation to learn, mobilise action, to manage collaboration, cooperation and to handle conflict

Preliminary or final conclusions/discussion

The Dutch National Health Care Institute wishes to stimulate high-quality implementation in health care. In order to do so, the organisation needs to build a sense of collective readiness for change reflected in clarity around when, how & with what ambition to stimulate implementation. Using the compass for implementation stimulation, has made it possible to manage CAS and to learn how to utilise the dynamics of emergent opportunities for implementation stimulation.