

Lecture Transcript

Module Name	Mental Health in the Community		
Week 5	Implementation in Health Care		
Topic	Implementation Strategies (Part 1 of 4)		
Lecturer	Dr. Louise Hull	Department	Centre for Implementation Science, HSPR

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Hello, I'm Louise Hull. I'm a Senior Research Associate in the Centre for Implementation Science at King's College London. In this session, I'll be introducing the concept of implementation strategies and highlighting and discussing the challenges of developing an effective implementation strategy to improve the implementation of innovations and evidence-based practices in healthcare. The learning outcomes for Part 1 include: An awareness of the importance of implementation strategies in getting evidence-based interventions into practice, and understanding of the difference between a discrete and multifaceted implementation strategy, and an awareness of the expert recommendations for implementing change implementation strategy taxonomy.

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So just before we begin, please note that this lecture contains a multiple-choice question which will appear as an automatic pop-up on Slide 12. This question is not marked and does not count towards an overall grade. It's simply intended as a point of reflection on the topic discussed. Once you've chosen your multiple-choice answer, hover your mouse over it and press 'Select'. At this point, the lecture video will automatically resume.

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So Procter defines implementation strategies as 'methods or techniques used to enhance the adoption, implementation, and sustainability of a clinical programme, practise or intervention'. As such, implementation strategies have been described and are regarded as having unparalleled importance in implementation science, as they constitute the how-to components active ingredient in the complex process of getting innovations and evidence-based interventions into practice. By targeting barriers and leveraging facilitators to adoption and implementation, implementation strategies can improve the uptake of clinical interventions, accelerate the pace of implementation, and close the so-called evidence-to-practice gap.

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An implementation strategy can be singular, involving a single action or process, but most are multifaceted. Discrete implementation strategy involves a single action or process aimed at improving adoption, implementation and/or sustainability. Reminders to prompt the use of an intervention are an example of a discrete implementation strategy. A multifaceted implementation strategy involves the use of two or more discrete strategies. Creating reminders as well as developing educational materials is an example of a multifaceted implementation strategy. Given the complexity and numerous challenges and barriers that must be overcome to implement interventions into clinical practice, is highly unlikely that a single discrete strategy would be sufficient and effective in facilitating implementation of an innovation or evidence-based practice. Typically, a multifaceted implementation strategy involving the use of two or more discrete strategies is required. In addition, multi-faceted strategies are typically multi-level, tackling implementation barriers at multiple levels, including patient, provider and organisation.

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Identifying contextually appropriate and effective as well as feasible implementation strategies is a complex and challenging task that researchers and practitioners must face. It's been argued that this challenge is complicated by the lack of conceptual clarity surrounding terms and definitions for implementation strategies, with researchers and practitioners often using inconsistent language to label and describe implementation strategies and literature, as well as insufficient and imperfect guidance regarding how best to identify and select appropriate implementation strategies. The Expert Recommendations for Implementing Change (ERIC) study was designed to address these two major limitations that currently exist within the field.

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The first study of the ERIC project aimed to refine a published compilation of 68 implementation strategy terms and definitions by generating consensus on implementation strategies and definitions. Using a modified Delphi process and expert panel consisting of over 70 stakeholders with expertise in implementation science and clinical practice, reach consensus on a compilation of 73 discrete implementation strategies.

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The compilation provides clear labels and detailed definitions for each of the 73 implementation strategies. For example, audit and provide feedback, was identified as a discrete implementation strategy, and was defined as 'the action of collecting and summarising clinical performance data over a specified time period and giving it to clinicians and administrators to monitor, evaluate, and modify provider behaviour'. The full table can be found in Powell's paper.

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So now we have a multiple-choice question which I'd like you to answer.

So which implementation strategy does the following definition refer to?

'Collect and summarise clinical performance data over a specified time period and give it to clinicians and administrators to monitor, evaluate, and modify provider behaviour'.

Is it:

A: conduct cyclical, small tests of change

B: conduct educational meetings

C: order and provide feedback

D: alter incentive and allowance structures?

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The developers of the compilation warned that it shouldn't be thought of as a checklist that must be used in all implementation efforts. It's highly unlikely that any implementation efforts could feasibly utilise 73 discrete implementation strategies, nor that it'd be appropriate to do so. Rather, the compilation provides a list highlighting the range of discrete implementation strategies that can be used in combination by researchers and practitioners to develop a tailored, multifaceted and multilevel implementation strategy.

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In summary, implementation strategies can improve the uptake of clinical interventions and also accelerate the pace of implementation. Implementation strategies are typically multifaceted and should be tailored to address barriers to implementation and leverage facilitators to implementation. There is a list of over 70 discrete implementation strategies that can be used to improve the adoption, implementation, and sustainability of evidence-based interventions in healthcare.

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