Implementation of PPPGs – translating evidence into practice

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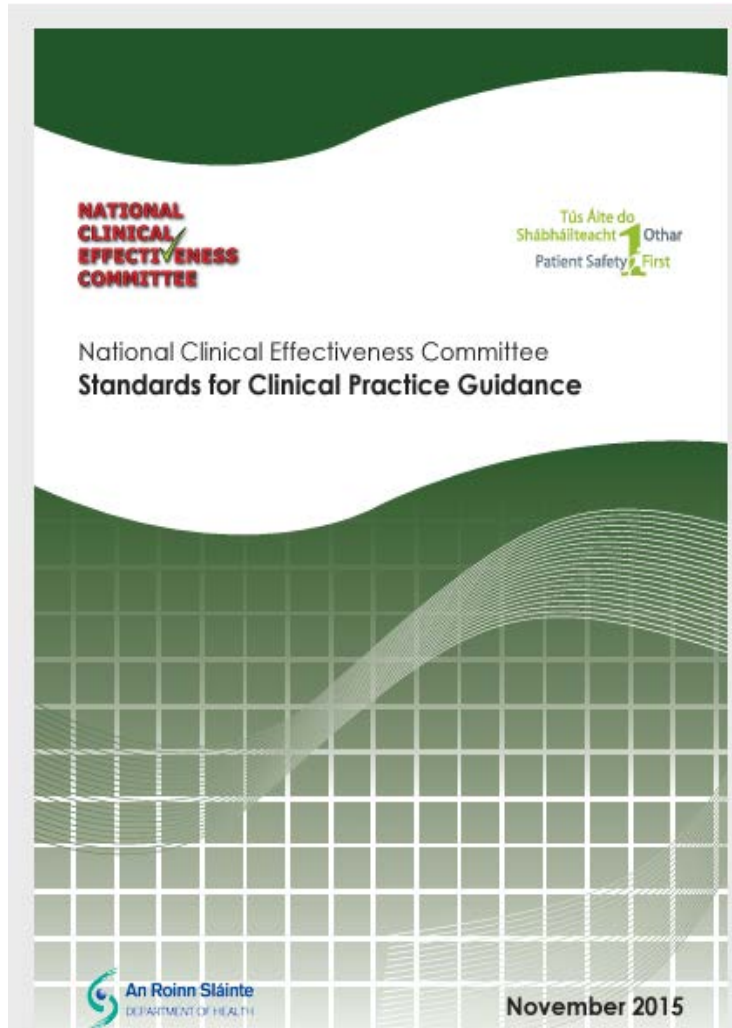June 2022

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Standards for Clinical Practice Guidance

National Clinical Effectiveness Committee
Standards for Clinical Practice Guidance

November 2015

8. Planning and Implementation

Written implementation plan is provided with timelines, identification of responsible persons/ units and integration into service planning process.	☐
Barriers and facilitators for implementation are identified, and aligned with implementation levers.	☐
Information and support is available for staff on the development of evidence-based clinical practice guidance.	☐
There is collaboration across all stakeholders in the planning and implementation phases to optimise patient flow and integrated patient care.	☐
Education and training is provided for staff on the development and implementation of evidence-based clinical practice guidance (as required, complex CPGs).	

9. Audit, monitoring, review & evaluation process

|	
Process for monitoring and continuous improvement is documented.	☐
Process for evaluation of implementation and clinical effectiveness is specified.	☐
Audit criteria and audit process/plan are specified.	☐
Documented process for revisions/updating and review, including timeframe is provided.	☐

What is 'implementation science'?
Increasing body of evidence,
and yet…

Mind the Gap!
Bridging the implementation gap

Evidence based practice — **Implementation Science**
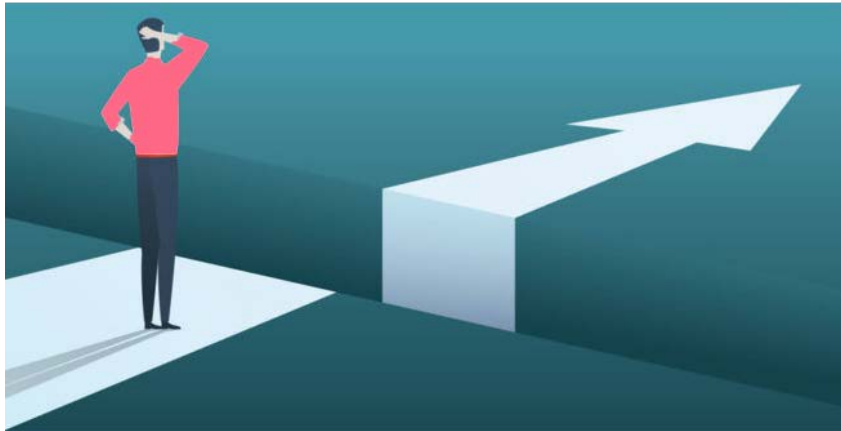
The implementation gap:
The difference between the evidence of what works in theory and what is delivered in practice.

Evidence-based medicine should be complemented by evidence-based implementation
(Grol & Grimshaw 1999).

What is 'implementation science'?

Implementation refers to the art and science of incorporating innovations into typical service settings to benefit clients (children, families, adults and communities).

NIRN Implementation Brief, 2009

Implementation science is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice to improve the quality and effectiveness of services.
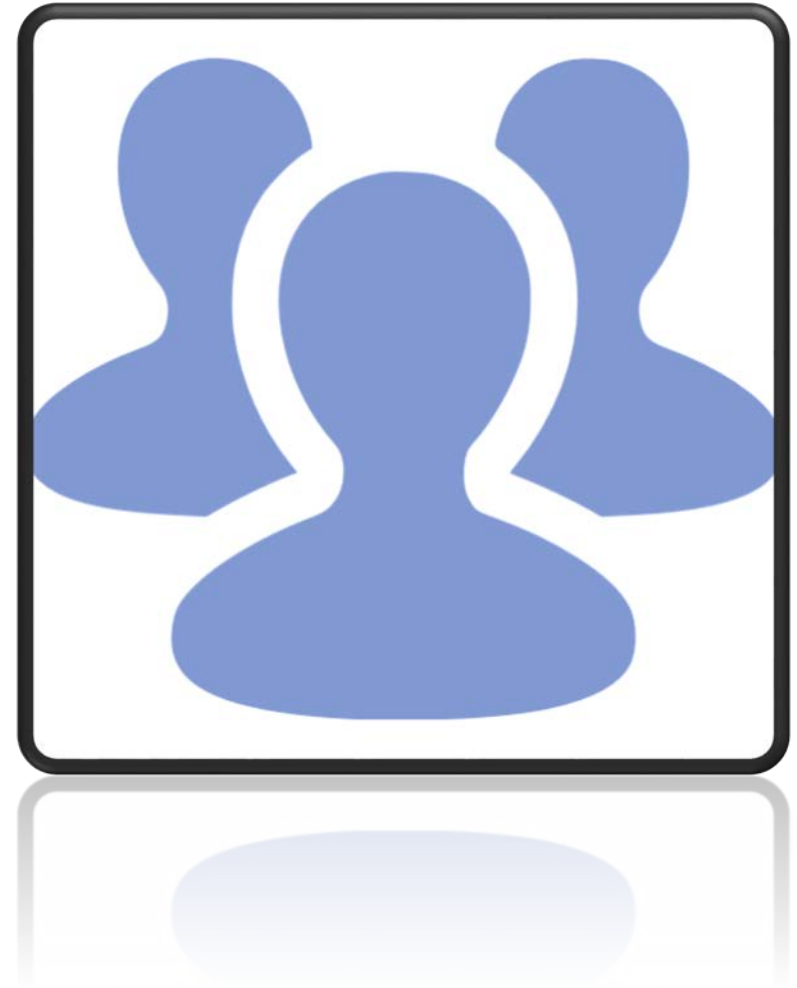
Bauer et al., 2015

Reflect

- Think of a successful example of implementing a project or intervention - What were the key factors that helped it to be successfully implemented?

- Think of an example of a project/intervention that did not go according to plan - What were the key factors that hindered its implementation?
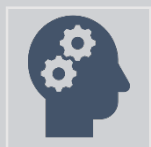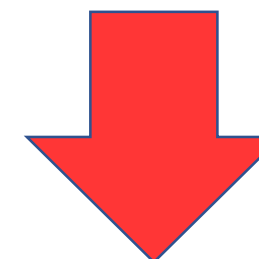
Implementation enablers & barriers

Very simply:

Enablers are factors that increase the probability of successful implementation

Barriers are factors that reduce the probability of successful implementation

Implementation barriers

External Environment

Existing structures not in line with the intervention.

Short policy cycles interfere with long implementation process.

Resistance to Change

Resistance from those delivering the intervention.

Changes implemented before stakeholders are ready, or before the organisational culture is aligned.

Vested Interests

Interests of staff, managers, lobby groups and professional bodies incongruent with the intervention.

Implementation facilitators/ levers

- Implementation mandate
- Alignment with national systems
- Staff / Patient & public involvement
- Culture
- Accountability frameworks
- Legislation
- National policy
- Capacity building

"Give me a lever long enough and a fulcrum on which to place it, and I shall move the world"
- Archimedes

Implementation levers support the translation of research evidence into practice.

Implementation planning

- Implementation likely to be more successful if **planning is concurrent**, rather than consecutive. (Gagliardi et al., 2015)

- **Allowing time for planning** how programmes (e.g. PPPGs) will be implemented is crucial in guiding the entire process.

- **Multiple stakeholders should be involved** in implementation planning and the plan should be revisited and revised regularly throughout the process.

What is Implementation?

Diffusion
"let it happen"

Dissemination
"help it happen"

Implementation "make it happen"
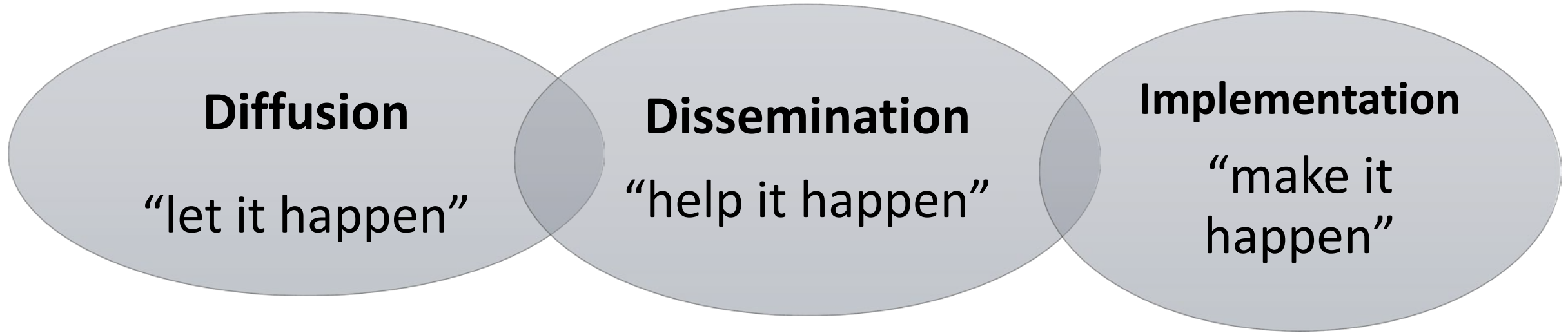
- Unpredictable
- Unprogrammed
- Uncertain
- Emergent
- Adaptive
- Self-Organising

- Negotiated
- Enabled
- Influenced

- Scientific
- Orderly
- Purposeful
- Planned
- Regulated
- Programmed
- Systems 'properly managed'

Source: Greenhalgh et al., 2004

Why do we need implementation science?
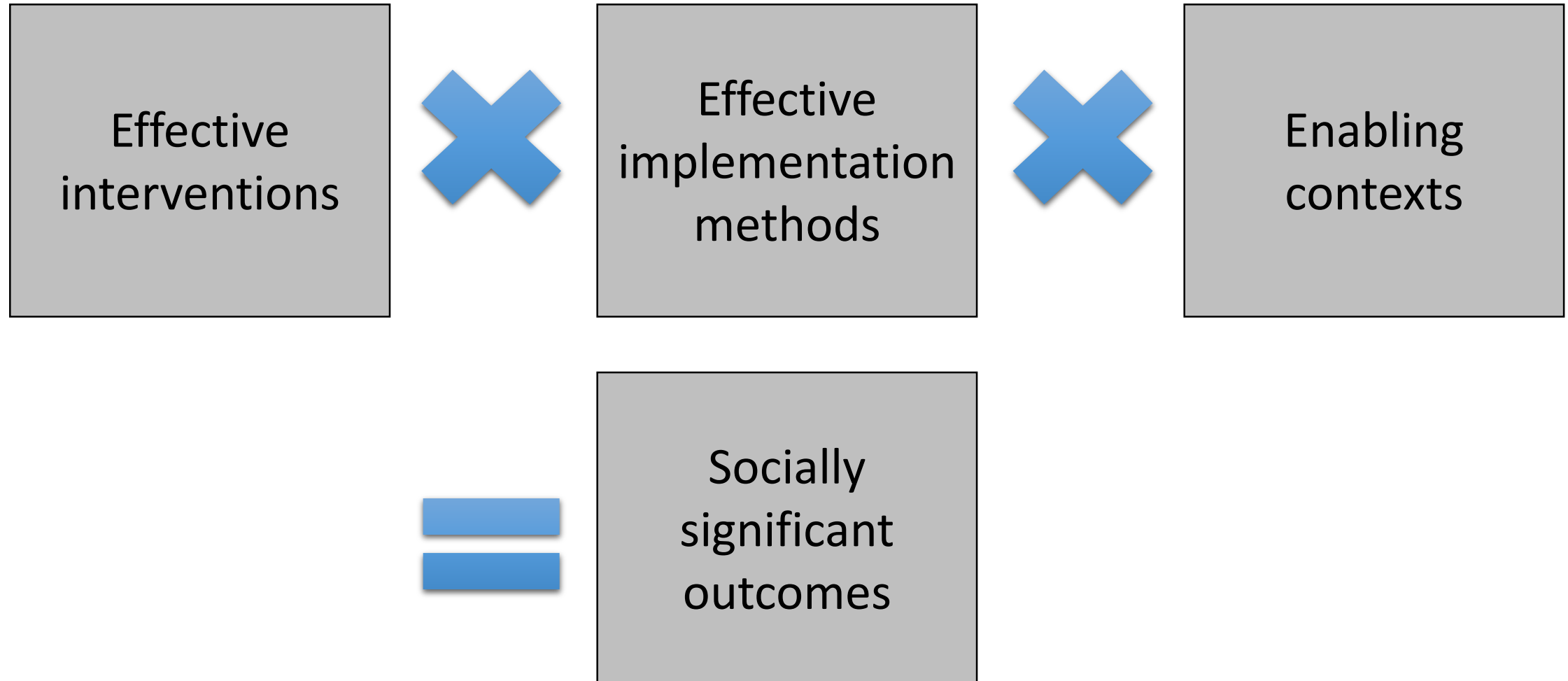
Effective interventions alone

≠

Positive outcomes for clients

Intervention means any evidence-informed policy, practice, service or programme being implemented, be it a change to an *existing* policy, practice, service or programme, or a *new* intervention

Outcomes are changes that occur in a person, group, organisation or population, as a result of something else having changed or been provided (i.e. an intervention.) They can be short-term, medium-term or long-term.

The implementation equation

| Effective interventions | ✖ | Effective implementation methods | ✖ | Enabling contexts |

| = | Socially significant outcomes |

Implementation stages

1. Exploring & preparing

2. Planning & resourcing

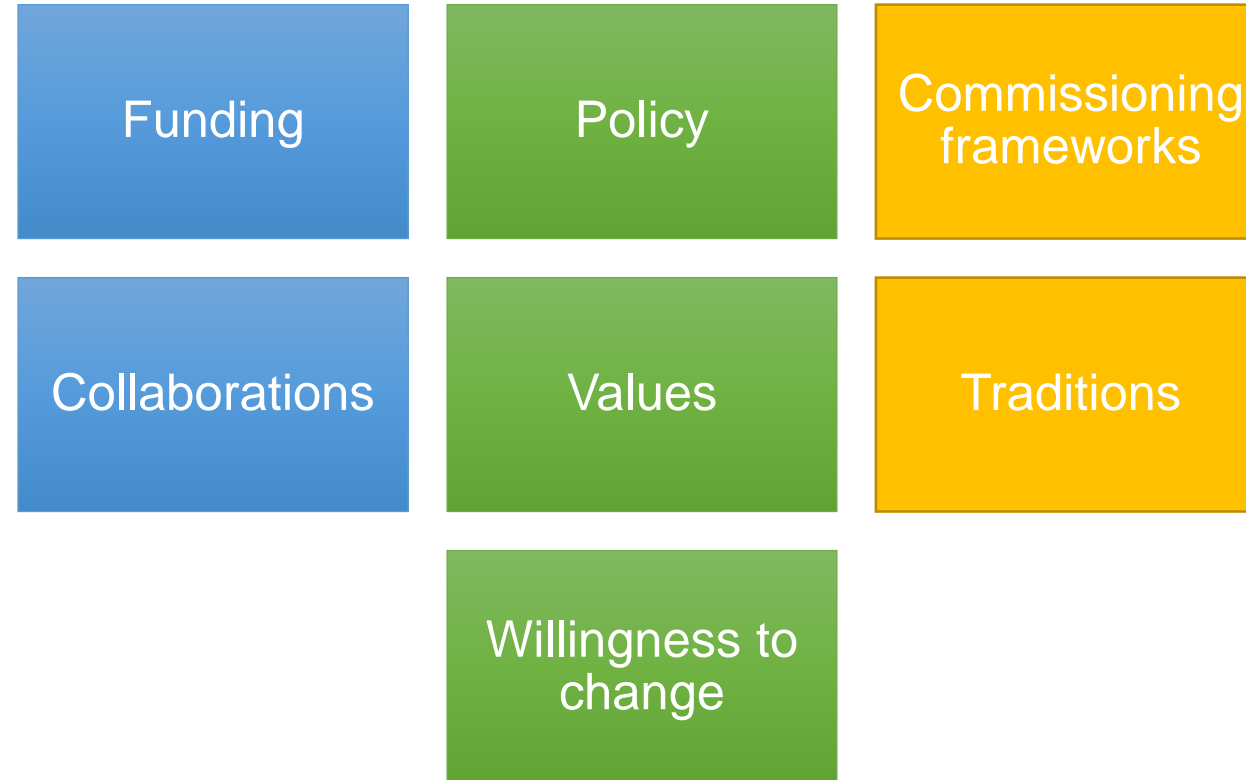3. Implementation & operationalising

4. Full implementation

Key messages

- You **cannot skip** any stage

- The **stages are not linear**. You may need to re-visit stages as new staff, communities and partners become involved

- Implementation takes **time**, typically 2–4 years

Source: Adapted from Fixsen et al. (2005)

The importance of context

'Context' is the set of circumstances or unique factors that surround a particular implementation effort.

Funding	Policy	Commissioning frameworks
Collaborations	Values	Traditions
	Willingness to change	

Contextual influences explain the wide variation in implementation success (Damschroder et al., 2009)

Implementation Strategies -

Methods or techniques used to enhance the adoption, implementation, sustainment, and scale-up of a program or practice.

Proctor, Powell, & McMillen (2013); Powell, Garcia, & Fernandez (2018)

Powell et al. (2012)

To recap…..

Implementation science is the study of what it takes to implement evidence-based/informed practice and innovations

There are four stages in the implementation journey- each step is important (and may not follow each other in a linear way!)

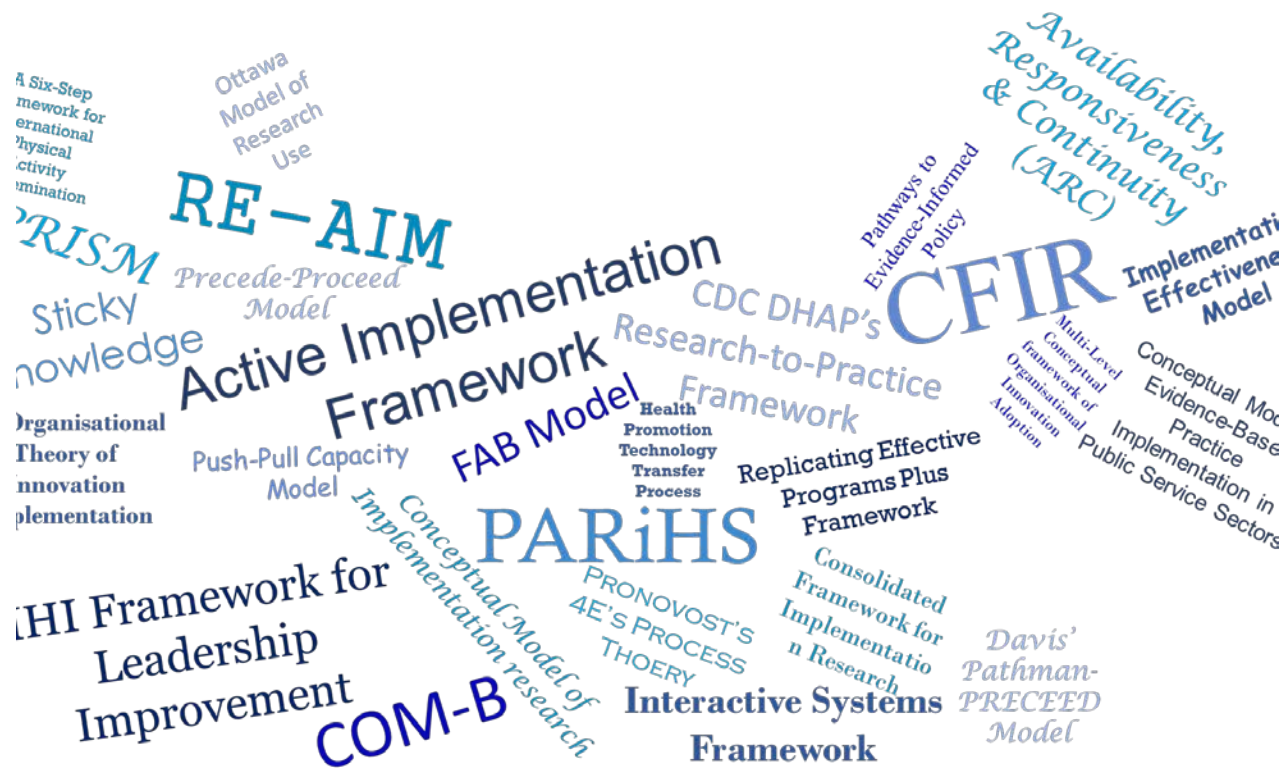Effective implementation methods improve the likelihood that outcomes will be achieved

Enablers are factors that increase the probability of successful implementation. Barriers can hinder implementation

Implementation strategies provide approaches to improve implementation efforts

Implementation frameworks

There is a **growing consensus on the core elements of implementation** (common across many of the frameworks).
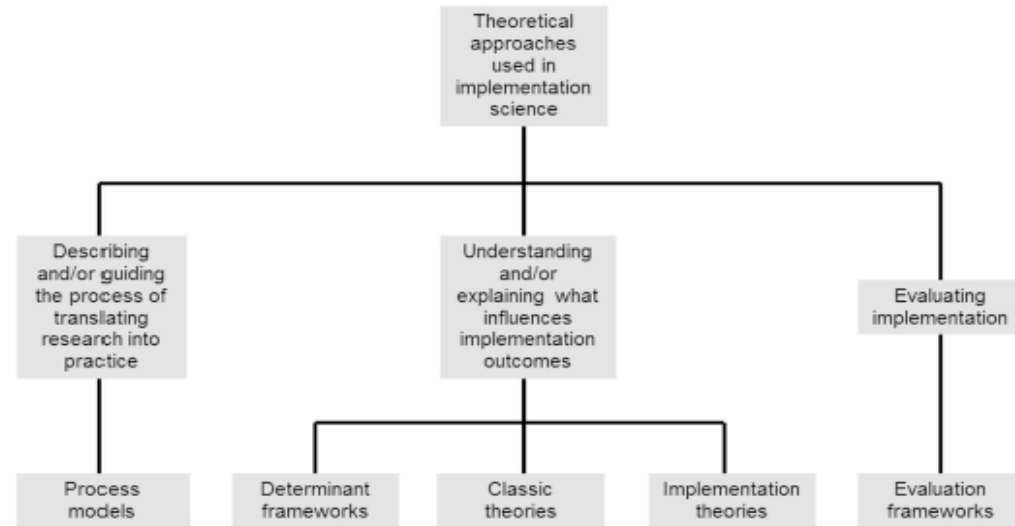
Core elements include:

- Implementation stages

- Enablers and barriers

- Context for implementation

- Core components vs. adaptable periphery

IMPLEMENTATION SCIENCE

DEBATE

Open Access

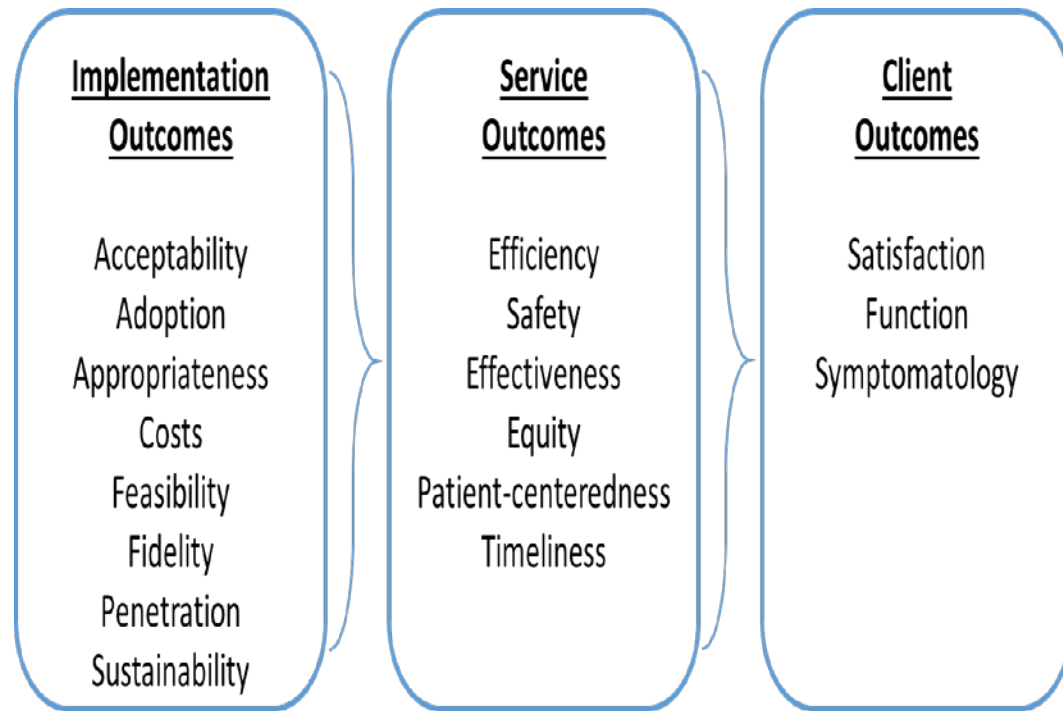# Making sense of implementation theories, models and frameworks

Per Nilsen

Figure 1 Three aims of the use of theoretical approaches in implementation science and the five categories of theories, models and frameworks.
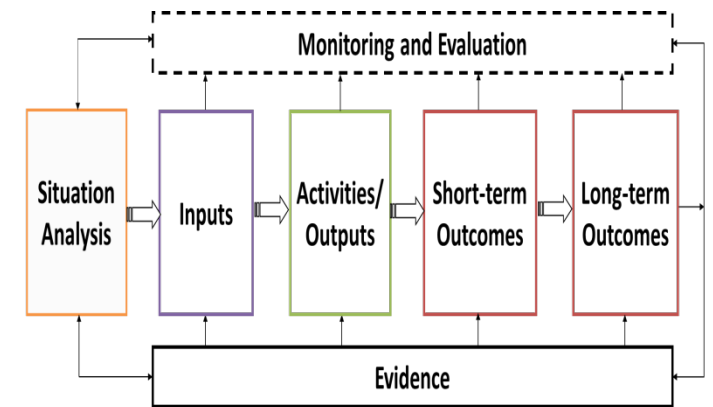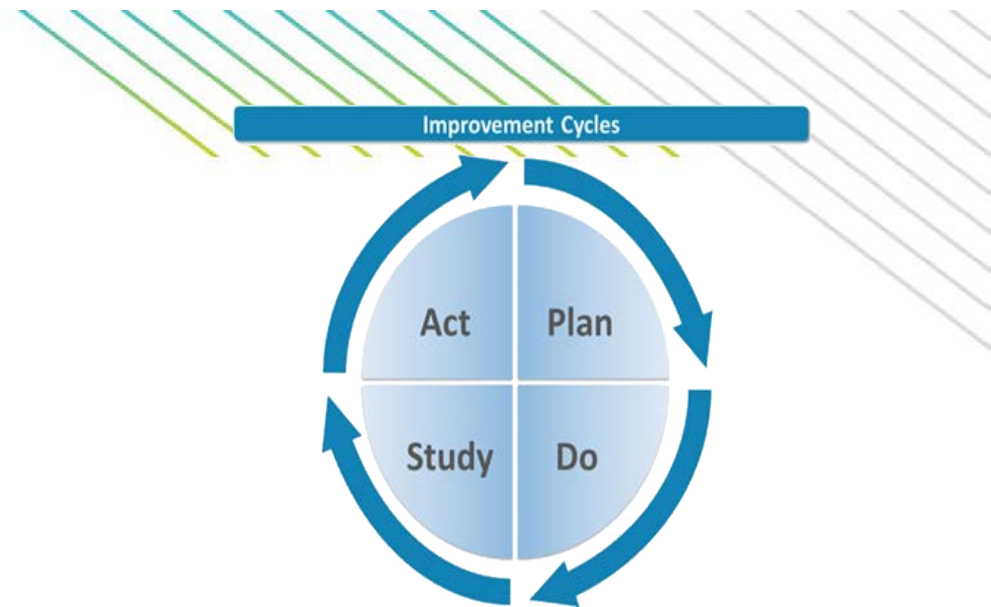
Per Nilsen
Implementation Science 2015 10;53

Measuring Impact

Implementation Outcomes	Service Outcomes	Client Outcomes
Acceptability	Efficiency	Satisfaction
Adoption	Safety	Function
Appropriateness	Effectiveness	Symptomatology
Costs	Equity	
Feasibility	Patient-centeredness	
Fidelity	Timeliness	
Penetration		
Sustainability		

Taxonomy of Outcomes. Proctor *et al.*, 2010

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What's in an implementation plan?

Implementation Plans map out the implementation process and provide **a course of action** for any challenges.
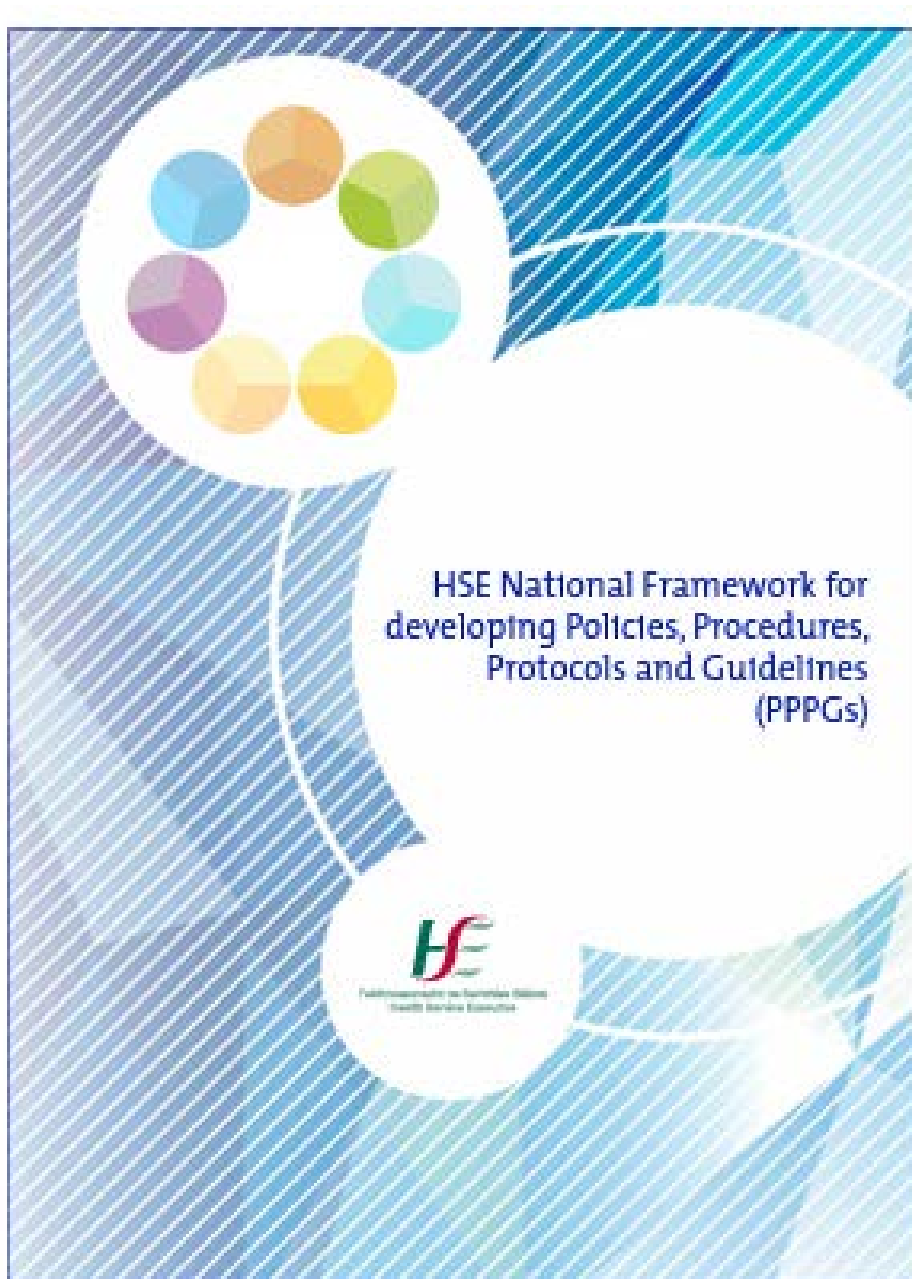
A comprehensive Implementation Plan should:

- Outline **tasks and activities** necessary for its dissemination and implementation.
- Lay out who is **responsible** for the delivery of activities.
- Outlines time-frames and milestones.
- Provide a clear outline of **governance and accountability structures.**
- Articulate the **inputs, outputs and intended outcomes** of the implementation process (a logic model may be useful).
- Identify **monitoring and reporting** processes.

To summarise...
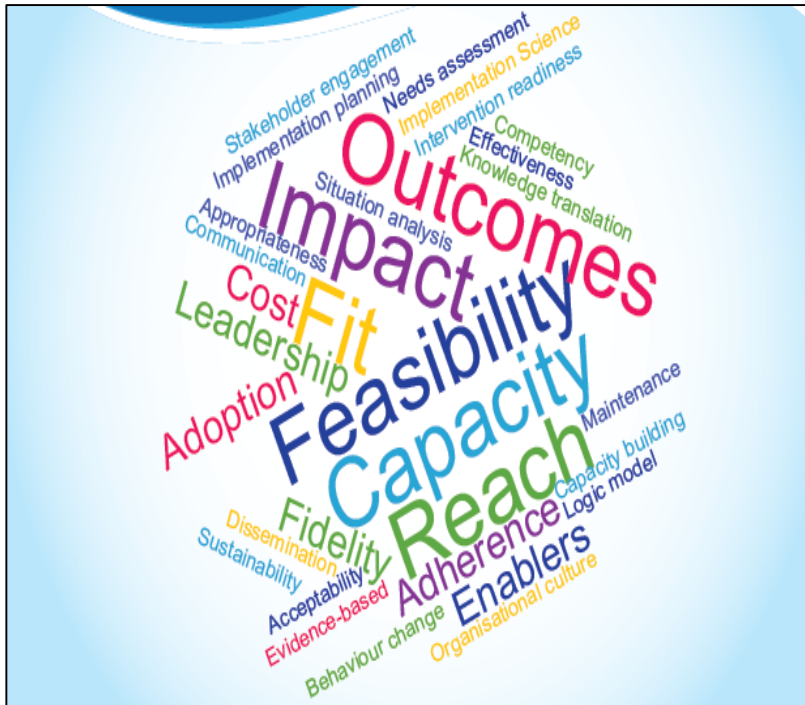
- The intervention/practice/innovation is THE THING
- Effectiveness research looks at whether THE THING works
- Implementation research looks at how best to help people/places DO THE THING
- Implementation strategies is the stuff we do to try to help people/place DO THE THING
- Implementation outcomes are HOW MUCH and HOW WELL they DO THE THING

Curran (2020)

HSE National Framework for developing Policies, Procedures, Protocols and Guidelines (PPPGs)
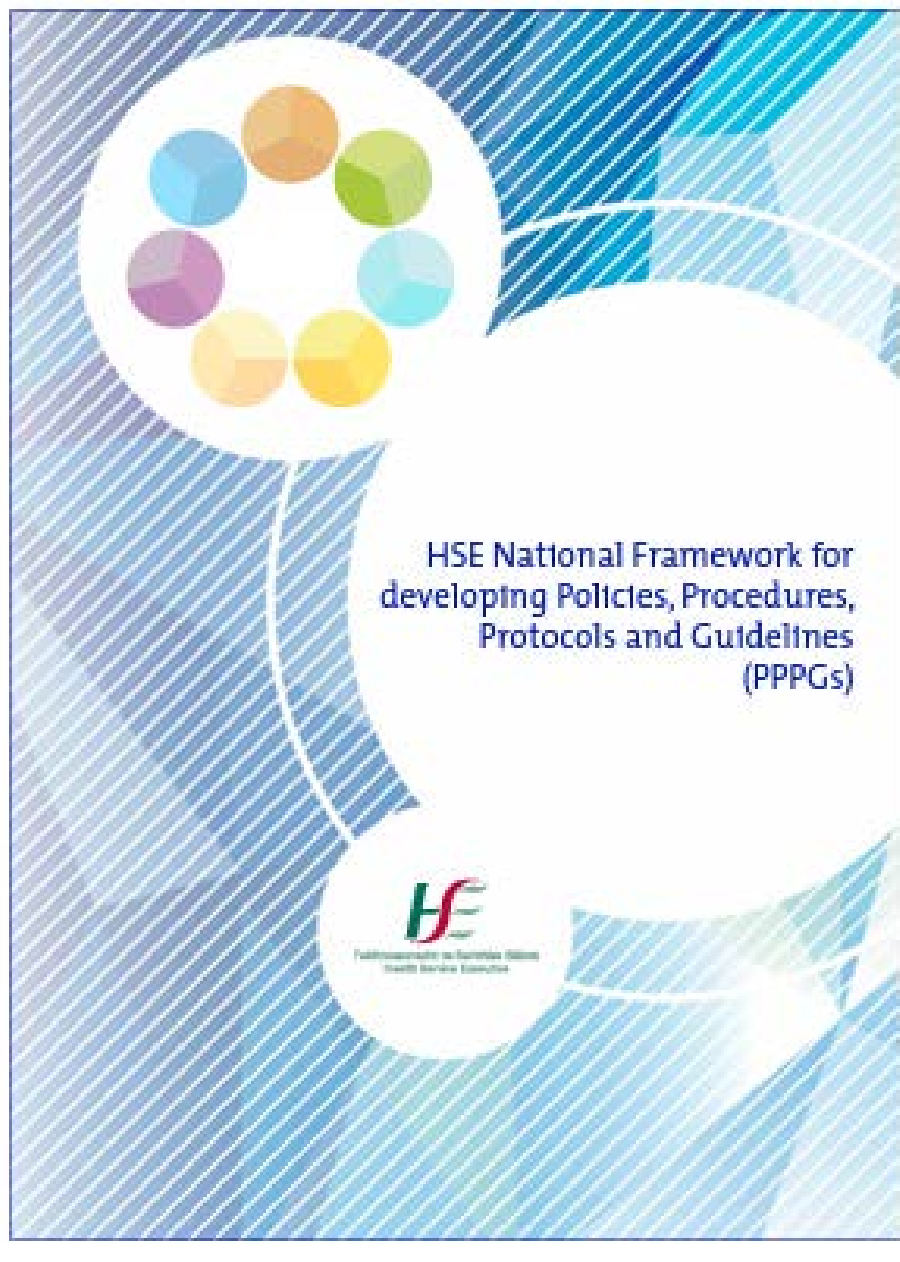
Standards required for Implementation

- Written implementation plan is provided, with timelines, identification of responsible persons/units and integration into service planning process.

- Barriers and facilitators for implementation are identified, and aligned with implementation levers.

- Education and training is provided for staff on the development and implementation of evidence-based PPPGs (as required).

- There is collaboration across all stakeholders in the planning and implementation phases to optimise patient flow and integrated care.

Steps to meet these standards for Stage 5

(for additional information on implementation Stage 5 refer to Appendix Ic: page 29)

- Develop an implementation plan, including identification of responsible person(s), specifying the actions to implement the PPPG and timeframes for implementation.

- Identify and record barriers and facilitators for implementation and use of the PPPG.

- Align the implementation plan with the service plan and budgetary process.

- Outline the supports required for education and training for staff on the implementation of the PPPG.

- Establish good governance structures including strong leadership for the effective implementation of the PPPG being developed.

Note: The 2016 Framework above was stood down and replaced with a Practical Guide available on the HSE National Central Repository. A separate Practical Manual for HSE National Clinical Guidelines is in development as of 15/02/2024

HSE National Framework for developing Policies, Procedures, Protocols and Guidelines (PPPGs)

P29

What to consider when developing an implementation plan: Implementation should be considered at the initiation stage and throughout the PPPG development process.

- **Change in practice:** Identify the target behaviour change in current practice. Determine the implementation strategies that are effective and best suited to address identified needs and barriers. Consider equity, acceptability, feasibility and balance of consequences.

- **Appropriateness:** Consider the appropriateness of the intervention: Affordability, practicability, effectiveness, acceptability, side effects/safety and equity (Michie, Atkins & West, 2014).

- **Feasibility:** Ensure PPPG recommendations are implementable.

- **Resources:** Specify any resources required to implement the PPPG and incorporate into the service planning process.

- **Timeframe:** Specify milestones and timeframes for implementation. Specify when the PPPG is due to be fully implemented and embedded into practice.

- **Roles & Responsibilities:** Specify who or what group/discipline is responsible for implementing the PPPG.

- **Communication:** Effective ongoing communication is essential for implementation. All relevant employees and stakeholders must be informed of the PPPG. Effective, on-going communication is critical in motivating staff, overcoming resistance to change and giving and receiving feedback.

- **Implementation supports:** Implementation tools may be useful to assist implementation of the PPPG (e.g.) toolkits, pathways, algorithms, presentations, podcasts, patient leaflets, local champions, teaching aids and training modules for health professionals linked to CPD points. Publish implementation tools at the same time as the PPPG.

- **Education & training:** Building staff capacity is a core component of implementation. Careful staff selection, quality training and on-going assistance are all crucial in building capacity for effective implementation. Identify the current skills of the team and determine education and training needs.

- **Provision of education and training for staff on the development and implementation of evidence-based practice:** The HSE PPPG resources will include toolkits, training video, workshops, train the trainer and all other relevant information on the HSE website.

- **Identify any risks:** In relation to non-implementation of the PPPG and the associated control measures.

- **Implementation outcome variables:** Indicators of success of implementation include acceptability, adoption, appropriateness, feasibility, implementation cost, fidelity, coverage and sustainability (Proctor, 2011).

- **Implementation levers:** Levers for implementation may include endorsement from government or senior management, implementation mandate, indemnity, regulators, insurers, activity based funding, organisational culture, service plan and accountability frameworks (NCEC, 2016).

Template (p39)

5.0 IMPLEMENTATION

5.1 **Describe implementation plan listing actions, barriers and facilitators and timelines**
(include implementation tools such as algorityms, teaching resources, checklists etc.).

5.2 **Describe education/training plans required to implement the PPPG** (attach Appendix as appropriate).

5.3 **Identify lead person(s) responsible for the implementation of the PPPG.**

5.4 **Outline specific roles and responsibilities.**

Section 3. Revised HSE Nationa

Checklist (p52)

ecklist for developing Clinical PPPGs

Stage 5 Implementation	Checklist
Written implementation plan is provided with timelines, identification of responsible persons/units and integration into service planning process.	☐
Barriers and facilitators for implementation are identified, and aligned with implementation levers.	☐
Education and training is provided for staff on the development and implementation of evidence-based PPPG (as required).	☐
There is collaboration across all stakeholders in the planning and implementation phases to optimise patient flow and integrated care.	☐

HSE National Framework for developing Policies, Procedures, Protocols and Guidelines (PPPGs)
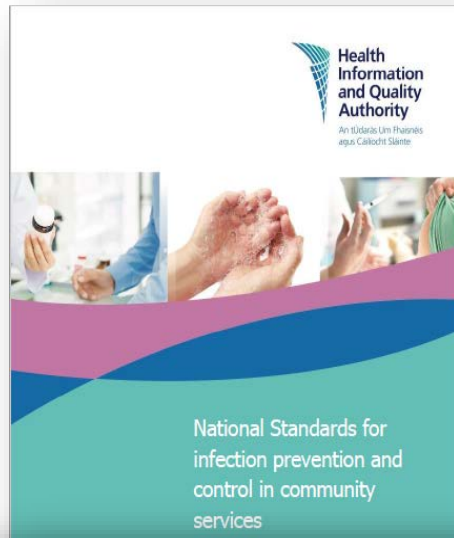
Further resources & information

National Standards for infection prevention and control – examples of implementation support tools
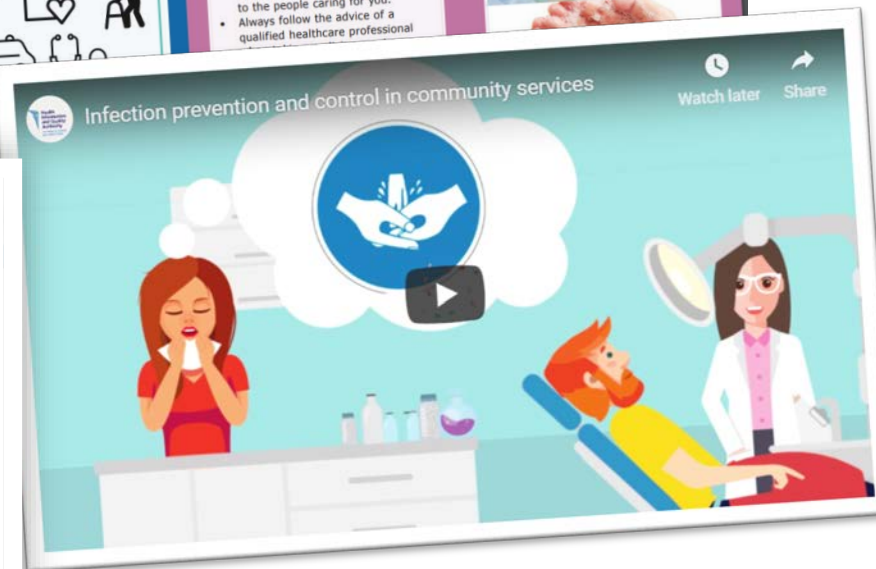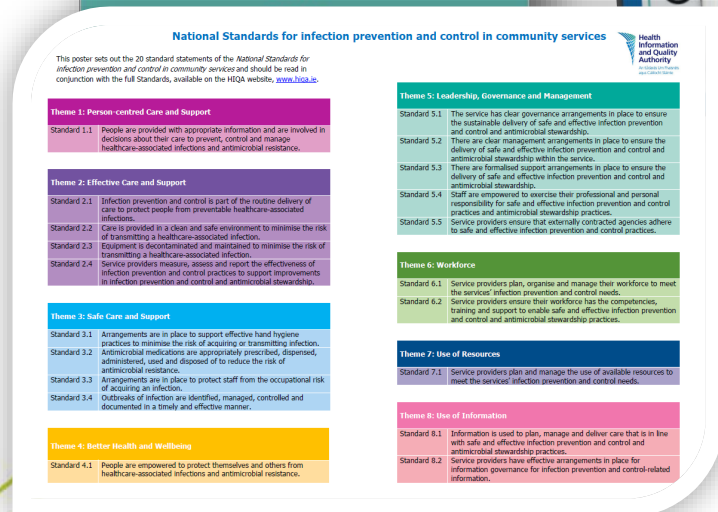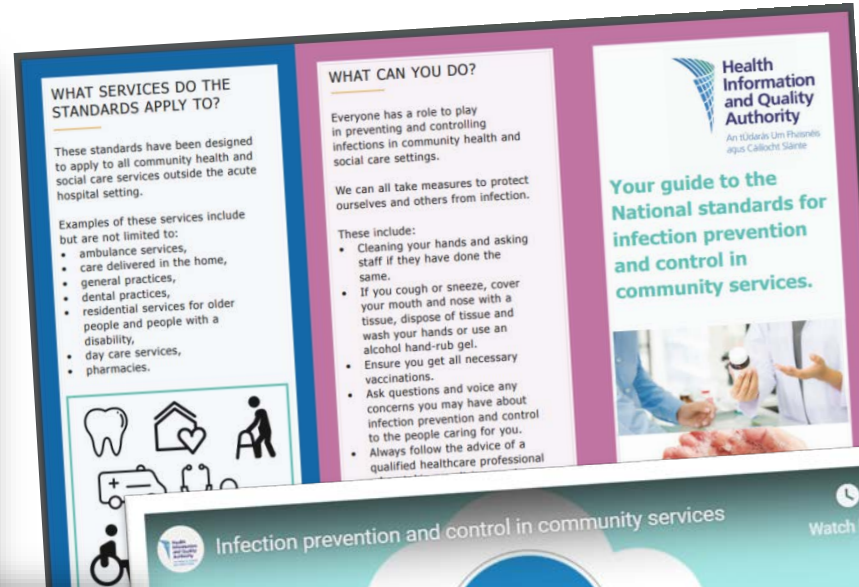
Further resources

- **Centre for Effective Services** - *Guide to Implementation*

http://implementation.effectiveservices.org/

Sign up for quarterly newsletters and weekly 'knowledge exchange'

- **Training Institute for Dissemination and Implementation Research in Cancer (TIDIRC)**

https://cancercontrol.cancer.gov/is/training-education/training-in-cancer/TIDIRC-open-access

- **Center for Implementation**

https://thecenterforimplementation.com/courses

Inspiring change | Designing for Implementation | Implementation Spread and Scale

Implementation Network of Ireland and Northern Ireland - Implementation Training Video Series

- core concepts and theories within implementation science

- enablers and barriers, stakeholder engagement and implementation teams

- implementation models, tools and frameworks

- monitoring, evaluation and sustainability strategies

https://www.effectiveservices.org/
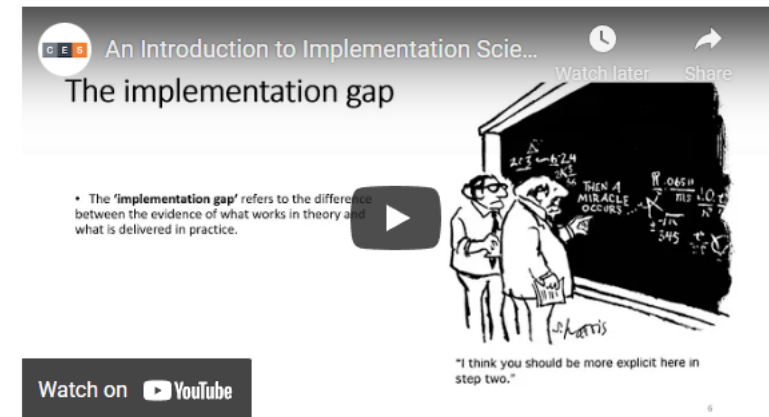
Implementation Guide & Toolkit

- Models and frameworks for implementation.

- Guidance on monitoring and measurement of implementation outcomes and effectiveness.

- Tools and templates for developing an implementation plan, logic model and assessment of implementation readiness.

- Worked examples.

- Recommended resources.

- https://health.gov.ie/national-patient-safety-office/ncec/resources and-learning/
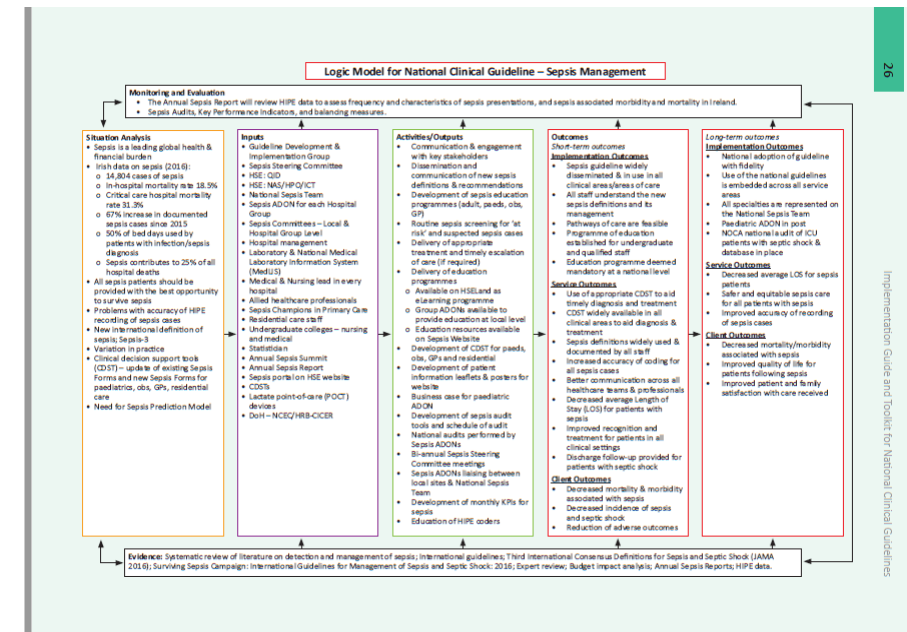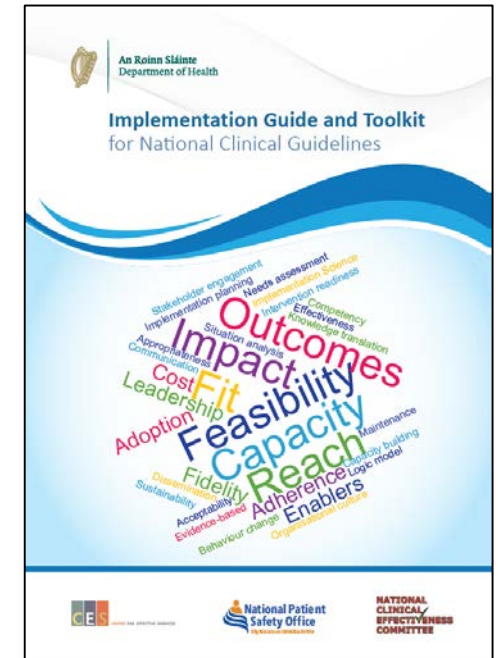
RESEARCH METHODS & REPORTING

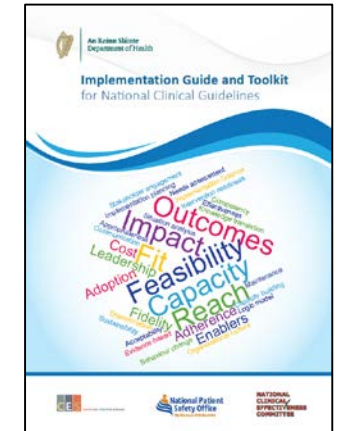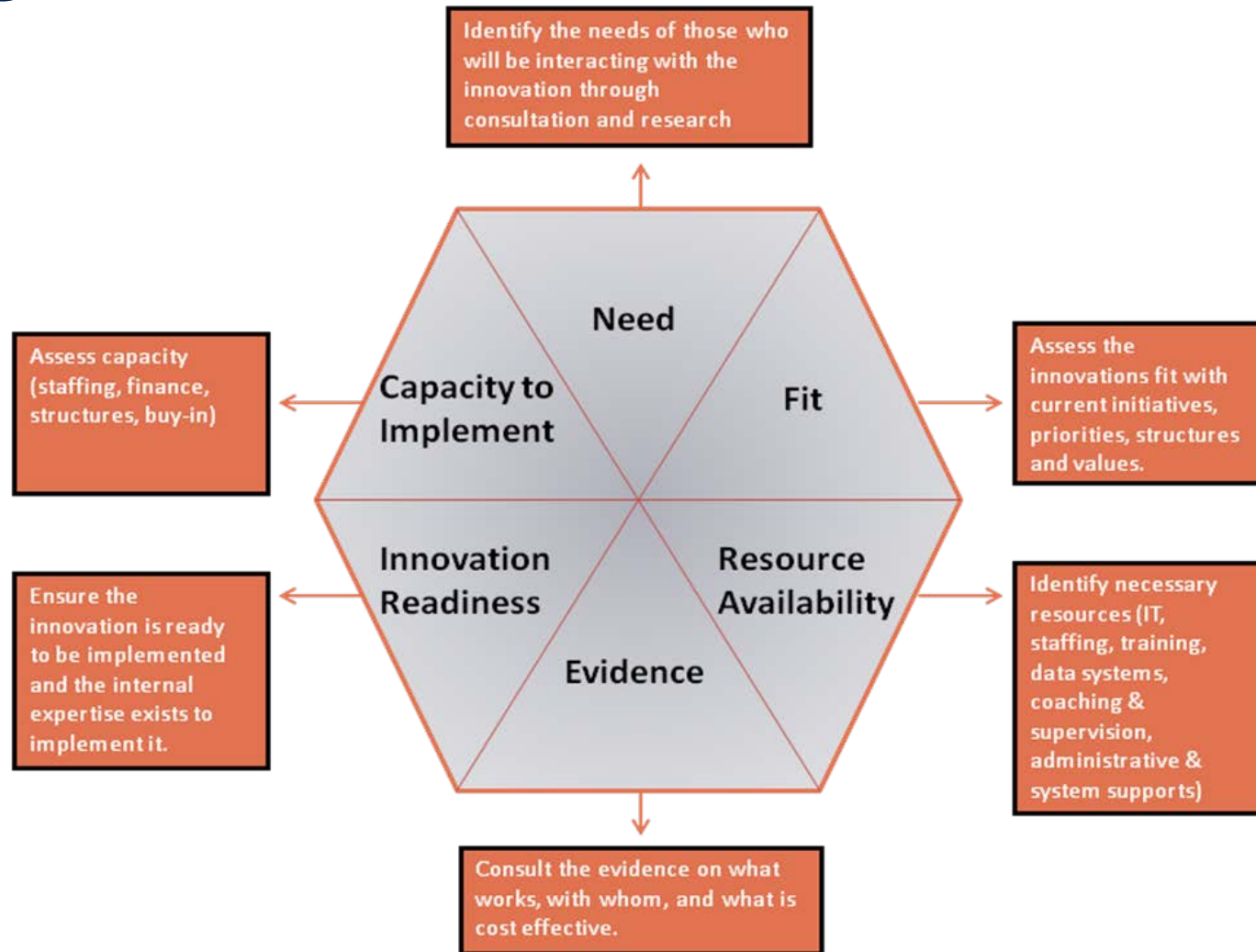# Implementation research: what it is and how to do it

Implementation research is a growing but not well understood field of health research that can contribute to more effective public health and clinical policies and programmes. This article provides a broad definition of implementation research and outlines key principles for how to do it

David H Peters *professor*[1], Taghreed Adam *scientist*[2], Olakunle Alonge *assistant scientist*[1], Irene Akua Agyepong *specialist public health*[3], Nhan Tran *manager*[4]

Peters *et al.*
BMJ 2013; 347

Hexagon Tool – to assess readiness and implementation planning

Identify the needs of those who will be interacting with the innovation through consultation and research

Assess the innovations fit with current initiatives, priorities, structures and values.

Assess capacity (staffing, finance, structures, buy-in)

Identify necessary resources (IT, staffing, training, data systems, coaching & supervision, administrative & system supports)

Ensure the innovation is ready to be implemented and the internal expertise exists to implement it.

Consult the evidence on what works, with whom, and what is cost effective.

Need

Fit

Capacity to Implement

Resource Availability

Innovation Readiness

Evidence

What is a logic model?

- A logic model is an adaptable and iterative tool.

- It allows the user to systematically work through the connections between the components of an intervention, usually in graphical format on a single page.
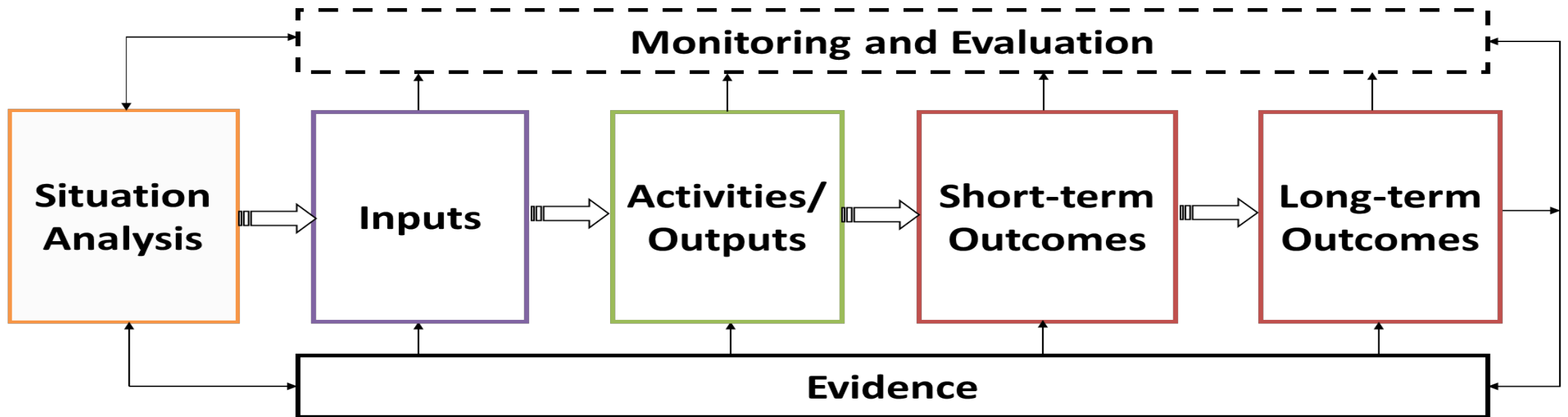
Many call it a **ROAD MAP**

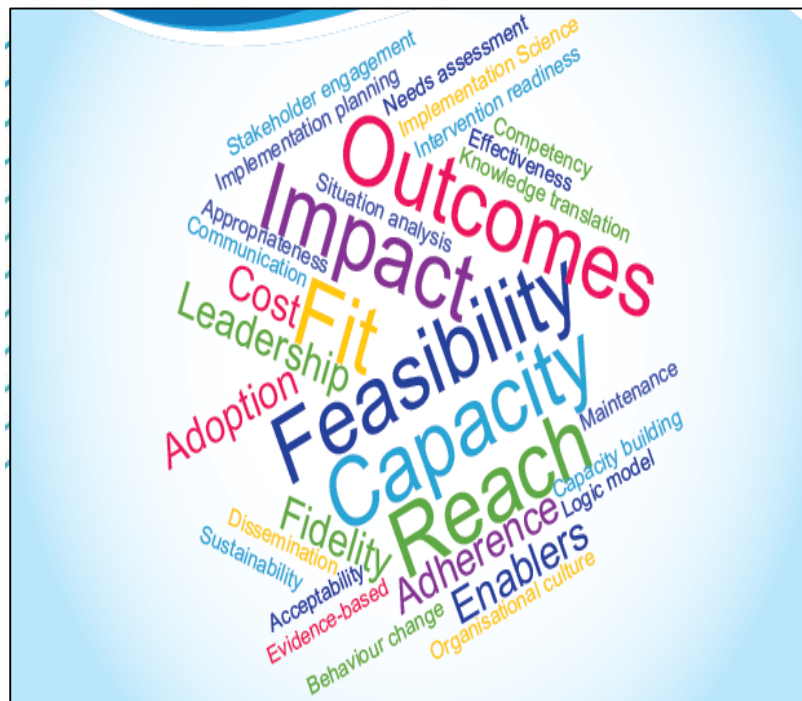| |
|---|
| Where are you starting from? |
| Where are you going? |
| How will you get there? |
| What will tell you that you've arrived? |

Logic model

Implementation of PPPGs – translating evidence into practice

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