Understanding the influence of external context factors on implementation to improve scale-up and spread of innovations across settings

Alexandra Ziemann*, Louise Brown, Euan Sadler, Jane Sandall

*Centre for Implementation Science, CLAHRC South London and King’s Improvement Science, King’s College London

Why external context?

“In 2013 more than 1.2 million people in EU countries died from a range of […] diseases as well as injuries that could have been avoided through better public health and prevention policies and the provision of more effective health care. Many lives could be saved if the standards of care were raised to the best level across EU countries.”
Why external context?

“Had the relevance of the context been more fully acknowledged [...] more might have been achieved.”
External context is...

... a matter of scaling-up and transferring good practices to stop reinventing the wheel.

... a matter of reducing decline effect, variability and inequality when implementing interventions.

... a matter of implementation outcome

... a matter of a complex adaptive (health) system into which we try to implement something new.
External context is...

Health System

Inner context  —  Context  —  External context

Intervention

Stakeholders  —  Implementation process

Time

Adjusted from the ‘policy triangle’
Walt G. Gilson L. Reforming the Health Sector in Developing Countries - the Central Role of Policy Analysis. Health policy and planning 1994;9:353-70
How do external context factors influence the implementation of health and social care interventions into practice that were transferred from another place or are implemented in multiple places?
Best-fit framework synthesis

How to build up the actionable knowledge base: the role of ‘best fit’ framework synthesis for studies of improvement in healthcare

“Best fit” framework synthesis: refining the method

Carroll et al. BMC Medical Research Methodology 2011, 11:29
http://www.biomedcentral.com/1471-2288/11/29

RESEARCH ARTICLE
A worked example of “best fit” framework synthesis: A systematic review of views concerning the taking of some potential preventive agents

Carroll et al. BMC Medical Research Methodology 2013, 13:37
http://www.biomedcentral.com/1471-2288/13/37

CORRESPONDENCE
Open Access

“Best fit” framework synthesis: refining the method
Christopher Carroll¹, Andrew Booth¹, Joanna Leaviss¹ and Jo Rick²
Best-fit framework synthesis

Systematic identification of frameworks

Generate a-priory framework using thematic analysis

Systematic identification of primary studies

Extract basic study data and assess study quality

Code evidence from primary studies against a-priori framework

Enhance framework based on thematic analysis of evidence that cannot be coded against framework
Best-fit framework synthesis

Systematic identification of frameworks

Generate a-priory framework using thematic analysis

Extract basic study data and assess study quality

Code evidence from primary studies against a-priori framework

Enhance framework based on thematic analysis of evidence that cannot be coded against framework

Systematic identification of frameworks

BeHEMoTh strategy for the systematic identification of frameworks, models and theories from the scientific literature
Preliminary results: systematic identification of frameworks

Implementation
- Implement*
- Knowledge translat*
- Diffusion of innovation

External Context
- Outer setting
- Structural environment
- Macro-level

Framework
- Framework*
- Theor*
- Model*

Medline

Embase

PsychInfo

2592 citations
Preliminary results: Selected frameworks - Diffusion of Innovations in Service Organizations

Outer Context

- Socio-political climate
- Incentives and mandates
- Inter-organisational norm-setting and networks
- Environmental stability
Preliminary results: Selected frameworks - CFIR

Outer setting

- Patient needs and resources
- Cosmopolitanism
- Peer pressure
- External policy & incentives
Preliminary results: Selected frameworks - EPIS

Exploration
- Outer Context
  - Sociopolitical Context
  - Legislation
  - Policies
  - Monitoring and review
  - Funding
    - Service grants
    - Research grants
    - Foundation grants
    - Continuity of funding
  - Client Advocacy
  - Consumer organizations
  - Interorganizational networks
  - Direct networking
  - Indirect networking
  - Professional organizations
  - Clearinghouses
  - Technical assistance centers

- Inner Context
  - Organizational characteristics
    - Absorptive capacity
    - Knowledge/skills
    - Readiness for change
    - Receptive context
    - Culture
    - Climate
    - Leadership
    - Individual adopter characteristics
      - Values
      - Goals
      - Social Networks
      - Perceived need for change

Preparation
- Outer Context
  - Sociopolitical
  - Federal legislation
  - Local enactment
  - Definitions of "evidence"
  - Funding
    - Support tied to federal and state policies
  - Client advocacy
    - National advocacy
    - Class action lawsuits
    - Interorganizational networks
    - Organizational linkages
    - Leadership ties
    - Information transmission
      - Formal
      - Informal

- Inner Context
  - Organizational characteristics
    - Size
    - Role specialization
    - Knowledge/skills/expertise
    - Values
    - Leadership
    - Culture embedding
    - Championing adoption

Implementation
- Outer Context
  - Sociopolitical
  - Legislative priorities
  - Administrative costs
  - Funding
    - Training
    - Sustained fiscal support
    - Contracting arrangements
    - Community-based organizations
    - Interorganizational networks
    - Professional associations
    - Cross-sector
    - Contractor associations
    - Information sharing
    - Cross discipline translation
    - Intervention developers
    - Engagement in implementation
    - Leadership
      - Cross level congruence
      - Effective leadership practices

- Inner Context
  - Organizational Characteristics
    - Structure
    - Priorities/goals
    - Readiness for change
    - Receptive context
    - Culture/climate
    - Innovation-values fit
    - EBP structural fit
    - EBP ideological fit
    - Individual adopter characteristics
    - Demographics
    - Adaptability
    - Attitudes toward EBP

Sustainment
- Outer Context
  - Sociopolitical
  - Leadership
  - Policies
  - Federal initiatives
  - State initiatives
  - Local service system
  - Consent decrees

- Inner Context
  - Organizational characteristics
    - Leadership
    - Embedded EBP culture
    - Critical mass of EBP provision
    - Social network support
    - Fidelity monitoring/support
    - EBP Role clarity
    - Fidelity support system
    - Supportive coaching
    - Staffing
      - Staff selection criteria
      - Validated selection procedures

Preliminary results: Selected frameworks - CICI
Preliminary results: Generate a-priori framework (thematic analysis)

**External context is...**

- Incentives
- Ethics
- Interorganisational networks
- Funding
- Epidemiology
- Regulations
- Geography
- Stability
- Policy
- Socio-cultural context