



CENTRE FOR EFFECTIVE SERVICES

Implementation Science: Communication as an enabler for change

Dr. Aisling Sheehan
Centre for Effective Services

The Centre for Effective Services

Not for profit all-island organisation
(Ireland and Northern Ireland)

Work with a range of government
departments and agencies, not-for-profit
and community organisations

Work across a range of sectors, including
health, education, children and families,
and public sector innovation

Ultimate aim is improve services and by
extension the lives of people in Ireland



Presentation Overview

1. What is implementation science?
2. Six key messages from implementation science literature on communication
3. Planning for stakeholder engagement

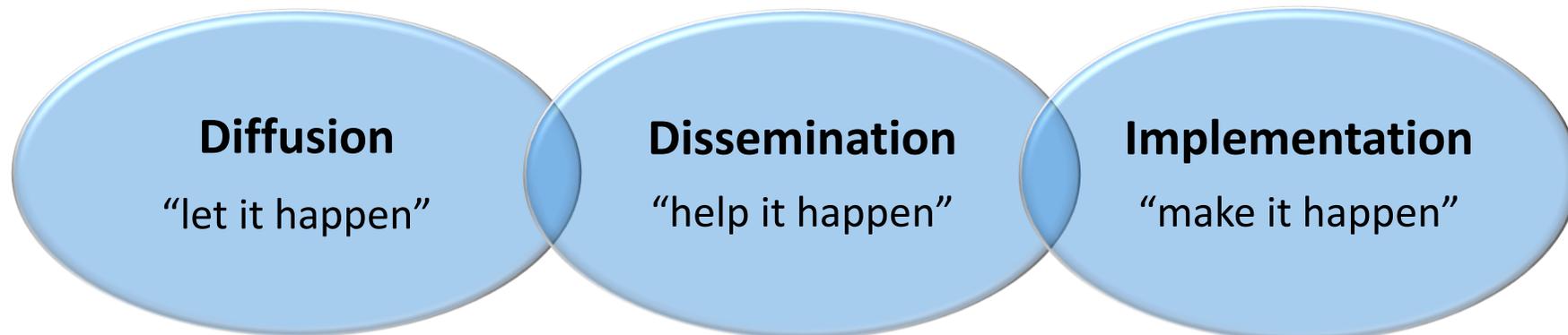
What is Implementation Science?

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



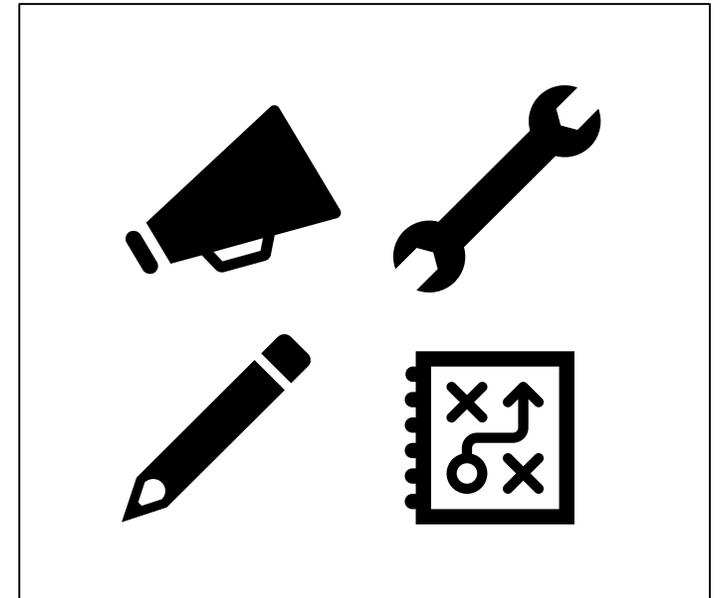
Greenhalgh et al., 2004

Why Implementation Science?

Merely circulating documents to health professionals has only a small effect - evidence indicates need for implementation supports

To change Health Professionals' behaviour requires:

- ✓ Dissemination activities
- ✓ Implementation tools and resources
- ✓ Interactive education approaches
- ✓ Active implementation strategies

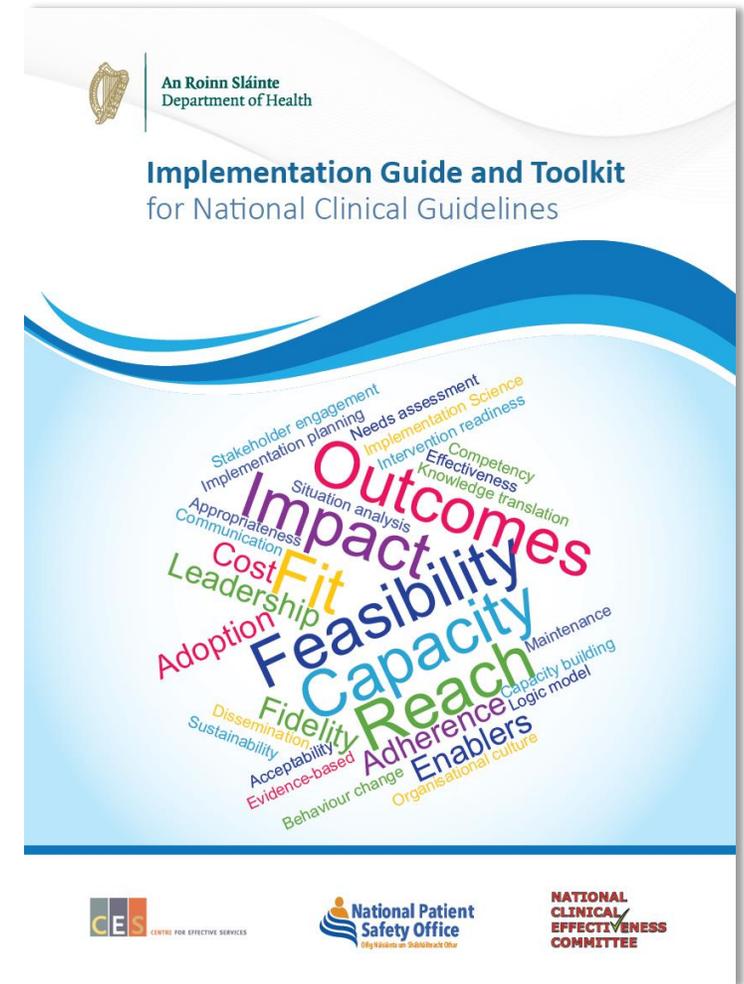


NCEC Implementation Resources

CES contracted by the National Patient Safety Office to develop and provide training and resources in Implementation Science for National Clinical Guidelines

NCEC Implementation Guide and Toolkit launched in September 2018

Training videos on NPSO Learning Zone



6 Key Messages About Communication

Key Message 1

Motivation of the targeted audience is important; however, the role and motivation of the organisation and system is more influential in supporting successful adoption of an innovation.

Key Message 2

Clearly and concisely describe how the intervention is new and different, balanced with how it is compatible with organisational values and current ways of working.

Key Message 3

State clearly *why* the intervention is better than before and *how* it will improve the work and outcomes.

6 Key Messages About Communication

Key Message 4

Filter the information to what is most valid and essential; this is an art as well as a science.

Key Message 5

Begin with the use of mass media (emails, internal advertising and videos) to build initial knowledge and awareness; then move towards interpersonal channels to tackle any confusion, misinterpretation or resistance.

Key Message 6

Opinion leaders within the system can act as effective sources of information to disseminate information about a new idea or way of working.

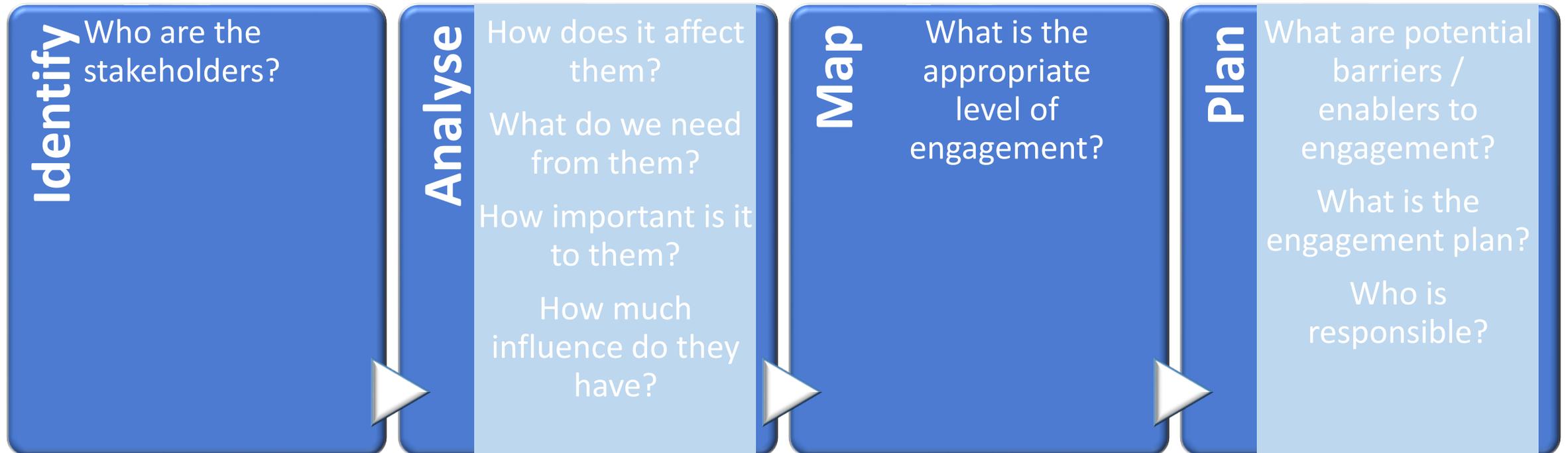
Planning for Stakeholder Engagement

Leaders can create implementation readiness by consulting all stakeholders in the decision-making process, by giving clear direction on the change, and by acknowledging and validating any concerns.

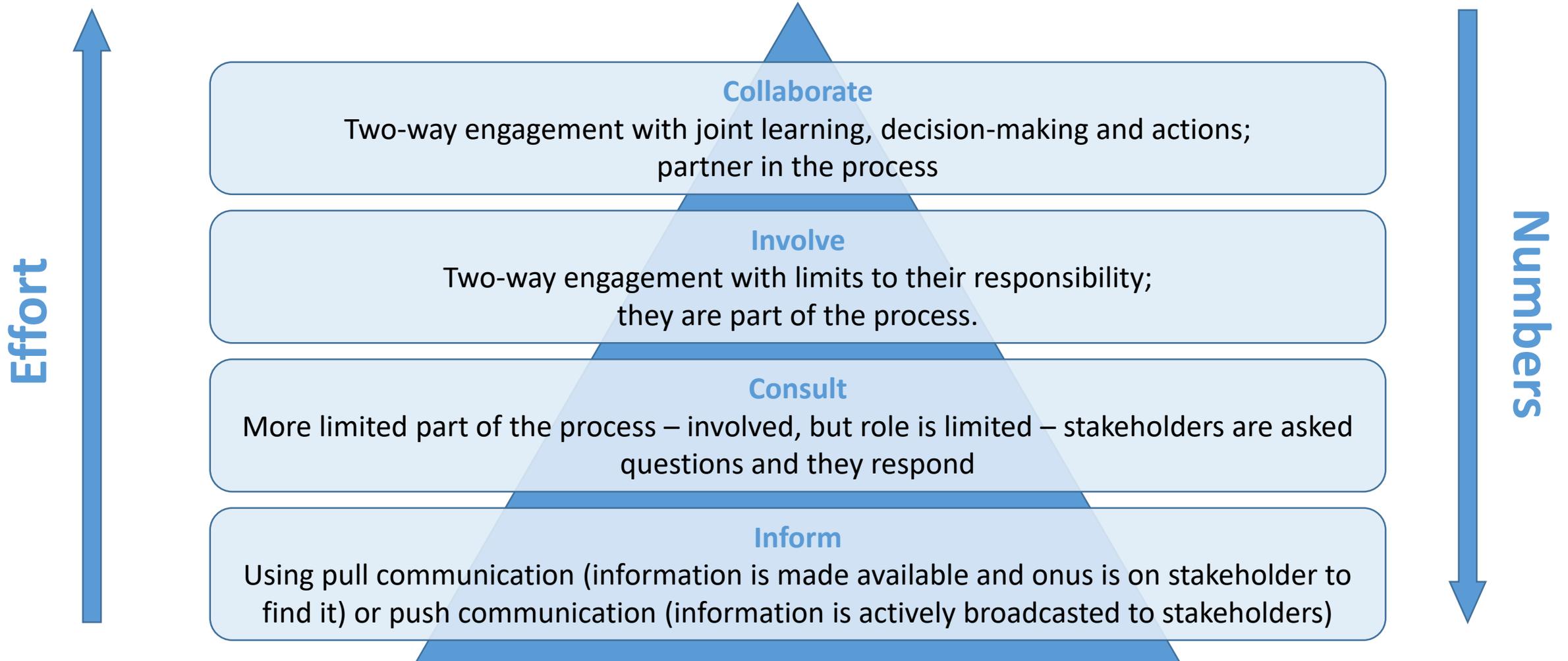


Stakeholder Engagement Tool

<http://effectiveservices.org/resources/article/stakeholder-engagement-tool>



Levels of Engagement



Stakeholder Engagement Plan Template

Level of Engagement	Potential Barriers to Engagement	Potential Enablers of Engagement	Engagement Plan	Responsibility for Engagement
<input type="checkbox"/> Inform <input type="checkbox"/> Consult <input type="checkbox"/> Involve <input type="checkbox"/> Collaborate	<p>Prompts:</p> <ul style="list-style-type: none"> • What could they lose? • Lack of connections to them? • External influences? • Have they previously expressed resistance? • Are they likely to be resistant? • Is significant effort needed from them? 	<p>Prompts:</p> <ul style="list-style-type: none"> • How could they benefit? • Existing connections to them? • External influences? • Have they previously expressed interest? • Are they likely to be interested? • Is minimal effort needed from them? 	<p>With the barriers and enablers in mind, identify engagement activities with associated timings and resources.</p> <p>Activity examples:</p> <ul style="list-style-type: none"> • Meetings • Phone calls • Press events • Letters • Newsletters • Websites • Advertising 	<p>Name of individual/s</p>

Thank You!

Get in touch:

asheehan@effectiveservices.org

Acknowledgements

- CES colleagues: Chris Minch, Katie Burke, Jonathan Barrett
- Dr Niamh O'Rourke and colleagues in Clinical Effectiveness Unit and National Patient Safety Office