

# Combining Research and Implementation: the dutch experience since 1997

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# ZonMw

De Nederlandse organisatie voor  
gezondheidsonderzoek en zorginnovatie

# ZonMw

- Financer of research: fundamental, prevention, curative and long term care
- Stimulator of implementation
- Since 1997
- What do we know about implementation and what government can do?
- What are our ambitions for 2011-2014?

# Why active implementation by ZonMw?

- Goal ZonMw is improvement of Dutch health care based on new knowledge
- Research is important, but first step
- Knowledge doesn't sell itself to users in policy and practice and implementation takes a long time

# How long does it take?

## Examples 1

Ref: *Moderne Patientenzorg in Nederland 8 jaar later. Achtergrondstudie. RvZ april 2010.*

- **Joint care:**
  - 1997 pilot
  - 2002: Joint Care protocol
  - 2009: implemented in 1/3 of hospitals, and many others have comparable interventions
- **Cataract care pathways:**
  - 1992: begin in Rotterdam
  - 2002: reimbursement problems
  - 2009 accepted treatment model

# Examples 2

- Mamma out patient clinic:  
1994: begin Delft,  
2002: no rapid uptake  
2009 accapeted care model (with variations)
- Laparoscopic gastro-intestinal surgery:
- 1989: 1st french publication on laparoscopic biliary gland surgery
- 1990: lap. Biliary surgery published in dutch medical journal
- 2001: Netherlands lags in implementation eg. For appendix, colon and inguinal hernia surgery
- 2009:

# What do we know about implementation?

- ref: KIP(2010) en Nivel study DO-imp. (2011)
- Active systematic implementation works
- Choose strategies based on analysis of goals, intervention, target group, context
- Multi level strategies: micro(individual), meso(organisation) en macro (system)

# But is rarely carried out!

- Implementation in phases: orientation, acceptance, change and sustainment
- Push and pull: informative, educational facilitating, steering
- Flexibility in intervention (fidelity?)
- Sufficient time and capacity (drop-out!)
- So: multi level, multi strategy, long term, complex, and massive endeavour!

# But still: promising results!

- KIP: of 79 projects 66% goals attained and 48% integrated in organisation, structure and/or procedures
- DO-imp: of 17 projects >50% projectgoals attained

# Implementation is simple!

- For who are results relevant?
- What should they do?
- How do you get them to do it?

# Implementation in steps

- Define (smart) goals
- Analyse: target groups, intervention, context
- Choose strategies
- Plan
- Monitor and evaluate

# ZonMw implementation policy: 5 components

1. ZonMw organizational structure
2. Commissioning procedures focussing on implementation opportunities
3. Specific implementation programmes
4. Investment in implementation infrastructure
5. Generating implementation knowledge

# 5 components

1. Communication and implementation team: staff + C and I officers in matrix structure
2. Implementation integrated in ZonMw grant application:
  - C and I in programmetext
  - CIP's
  - C and I paragraph in projectplans
  - VIP's en VIMP's
  - Pearls

# 5 components

3. Specific implementation programmes:
  - DO-IMP
  - National quality collaboratives
  - KiKK: leaders in quality improvement and cost saving
  
4. Investment in infrastructure:
  - Implementation fellows, coaches, clinical fellows
  - Academic workplaces
  - Collaboration agreements with knowledge institutes and representative organizations of institutions and professionals
  - Collaboration within government for acceleration of reimbursement through insurance package

# 5 components

5. Generation of implementation knowledge
  - Knowledgesyntheses
  - Implementation research: Kip, DO-imp., programmeevaluations
  - Website: searchable, understandable, user and implementation oriented, implementation page with guidelines for implementation

# Impact?

‘ZonMw is succesfull in attaining implementation goals within programmes and projects and in creating an extensive implementation infrastructure in the last 10 years’

*Kip report 2010*

# Future directions 2011-2014

- Targetgroup and context specific implementation strategies
- Enhanced collaboration with parties in health care, education, implementation research and practice field
- Market and user driven strategies (pull!)
- Impact determination
- ZonMw 2.0 [www.zonmw.nl](http://www.zonmw.nl)