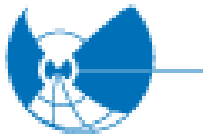


Selecting the right strategies: Intervention Mapping for Implementation

Gerjo Kok, Maastricht University, 07-10-2011

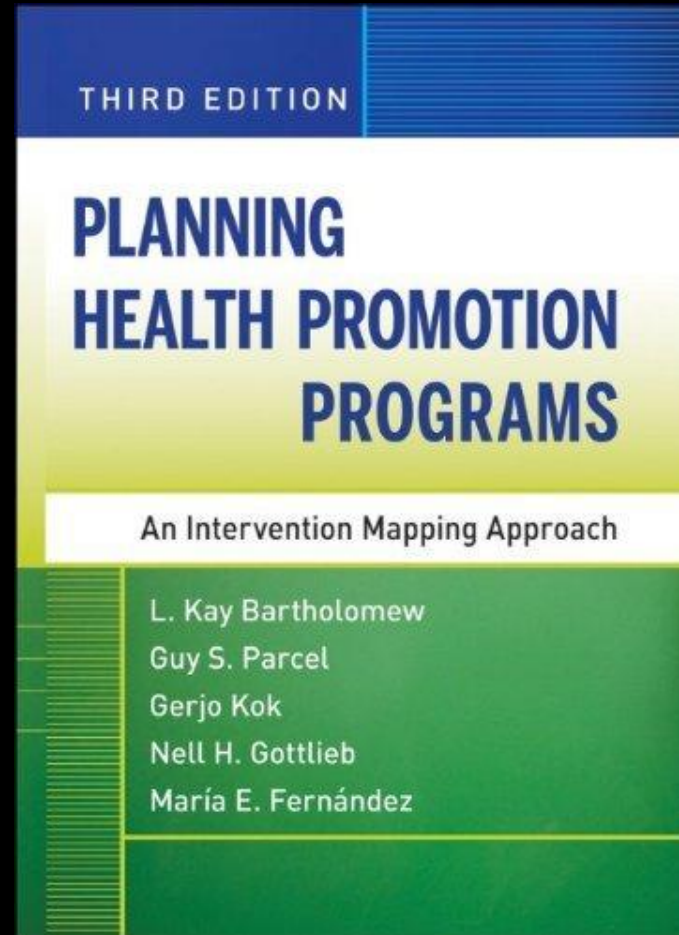
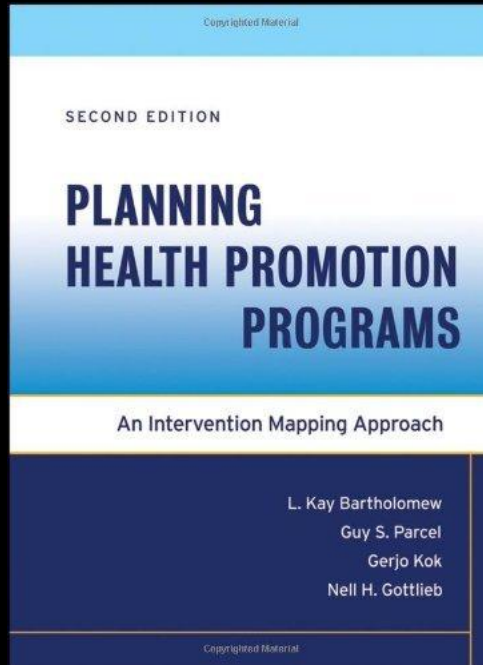
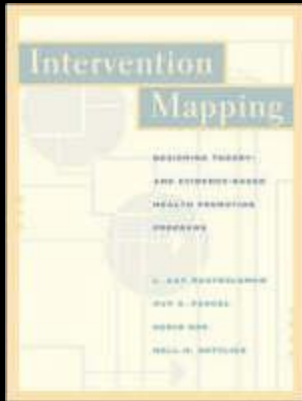


ZonMw

IQ Scientific Institute for
Quality of Healthcare

Radboud University Nijmegen Medical Centre





Target

Needs Assessment

Objectives

Defining Program Objectives

Methods

Selecting Methods and Strategies

Program

Designing the Program

Implementation

Planning for Program Implementation*

Evaluation

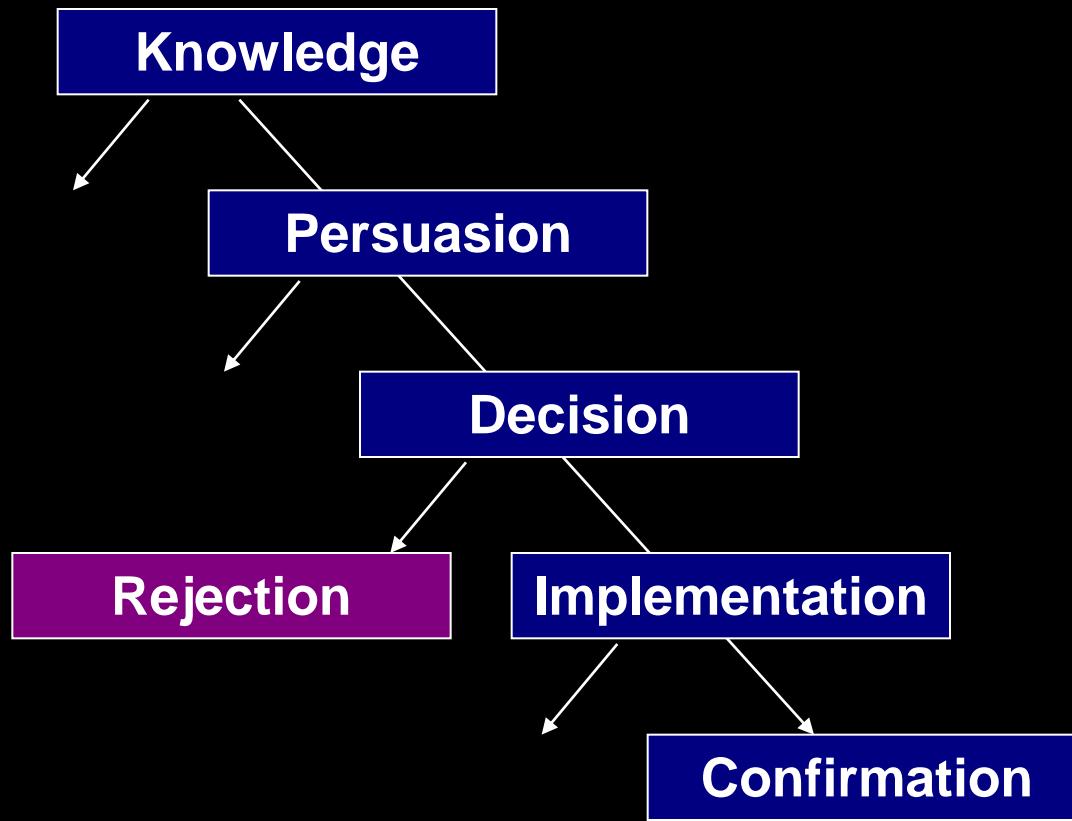
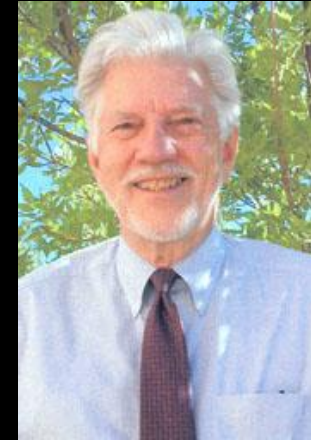
Planning for Program Evaluation*

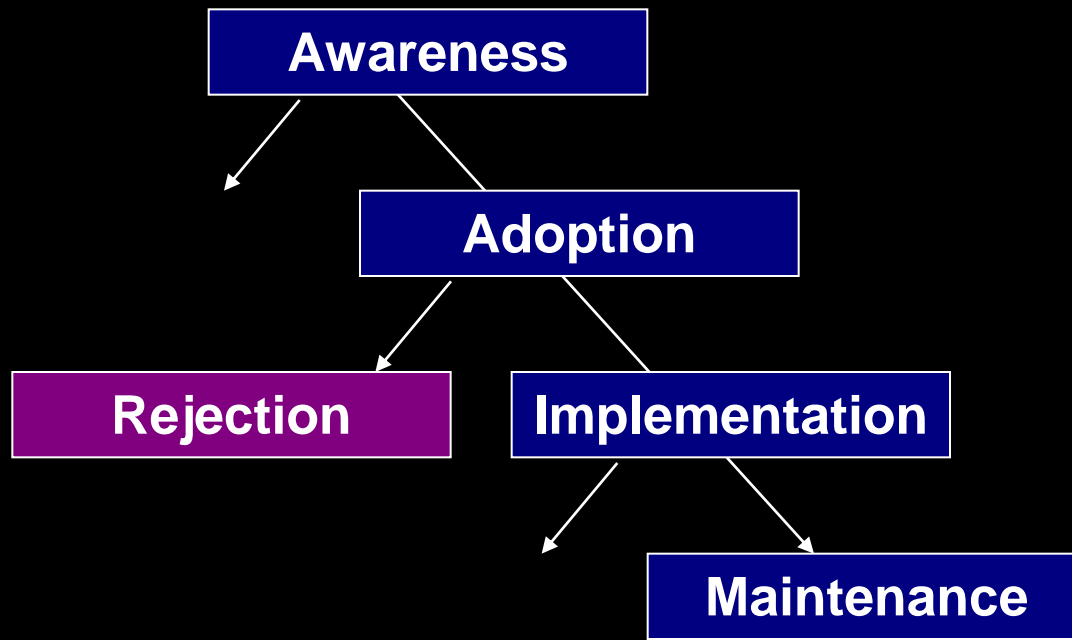
- An Intervention stimulating Implementation
- =
- An Intervention stimulating Behavior Change

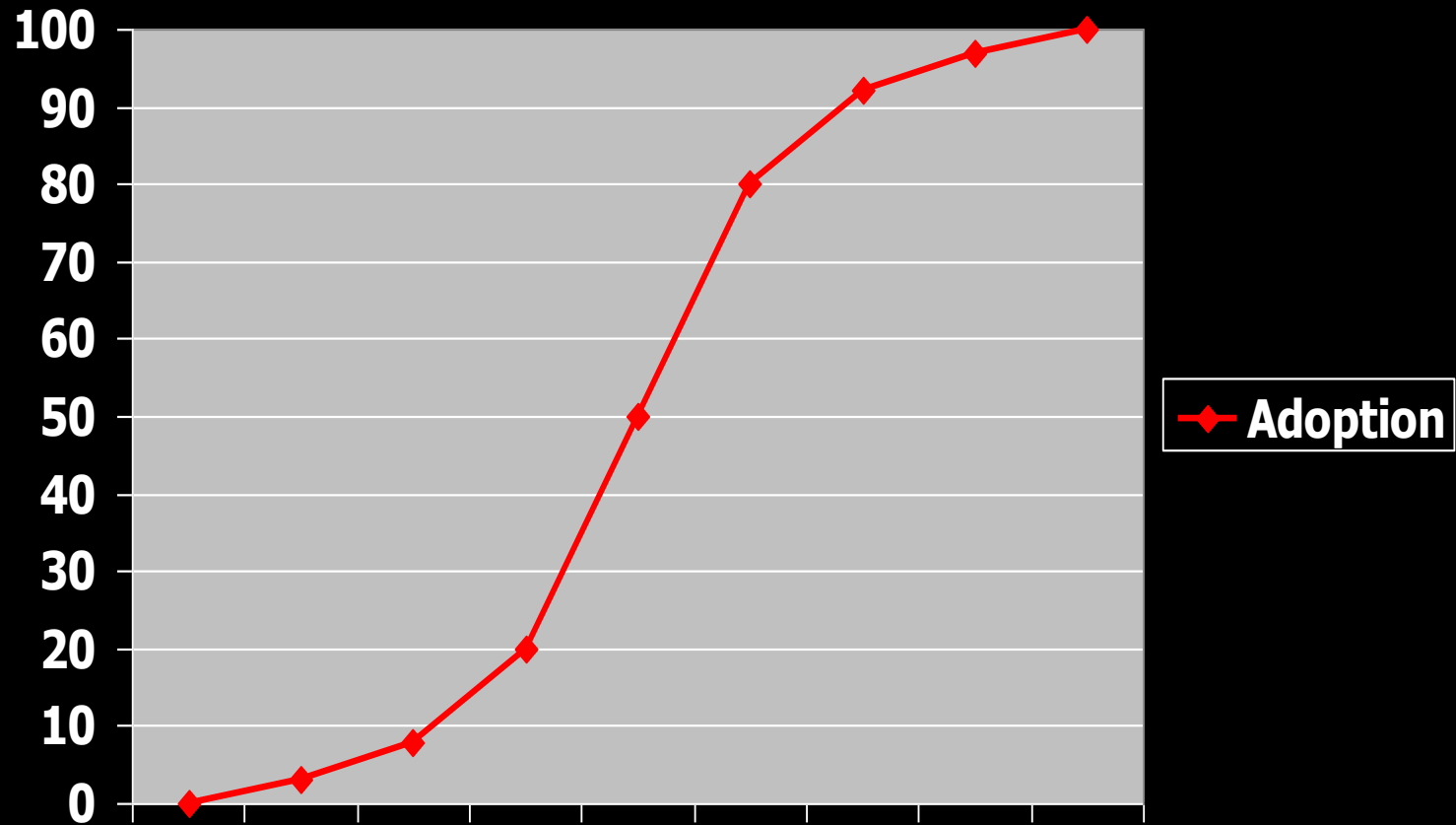
- At all phases in the development of programs implementation needs to be anticipated

- Because program usefulness or success depends both on
 - Effectiveness &
 - Exposure

*Theory: Diffusion of Innovations**

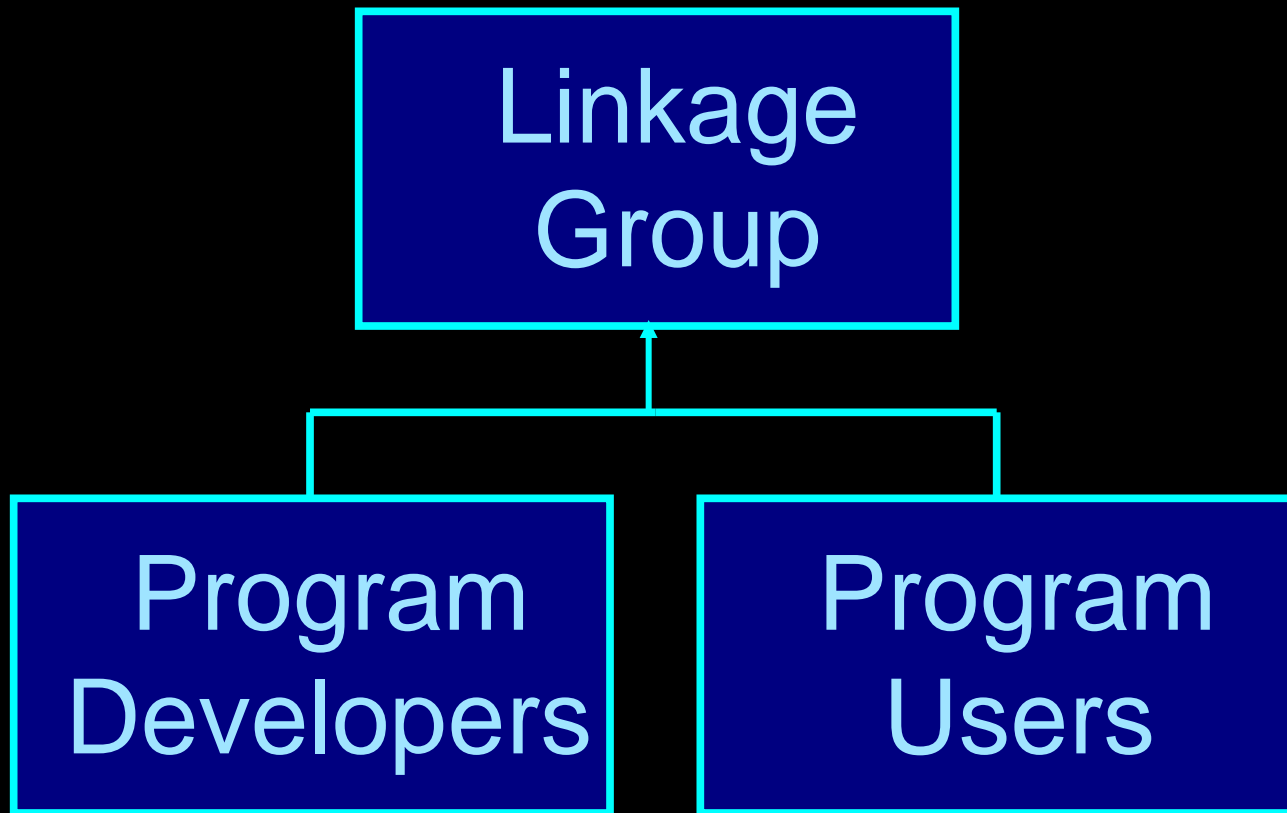






- Relative advantage
- Complexity
- Required time and commitment
- Ability to be modified
- Et cetera

- Identify potential adopters and implementers
- Reevaluate the planning group
- Et cetera



- Identify individuals or groups who will decide to adopt
- Identify who will implement
- Incorporate representatives into a linkage system between the development group and users
- *Ask them to participate in Development and Advisory Committees*
- *Go into the field often*

- Improve fit between program content and user practice
- Promote feelings of ownership toward innovation
- Ensure logistic fit
- Deal with problems before negative impact
- Build and enhance capacity

- Wrong linkage members: *Volunteers*
- Mobility: *IV drug users*
- Skills and time: *HIV Counselors*

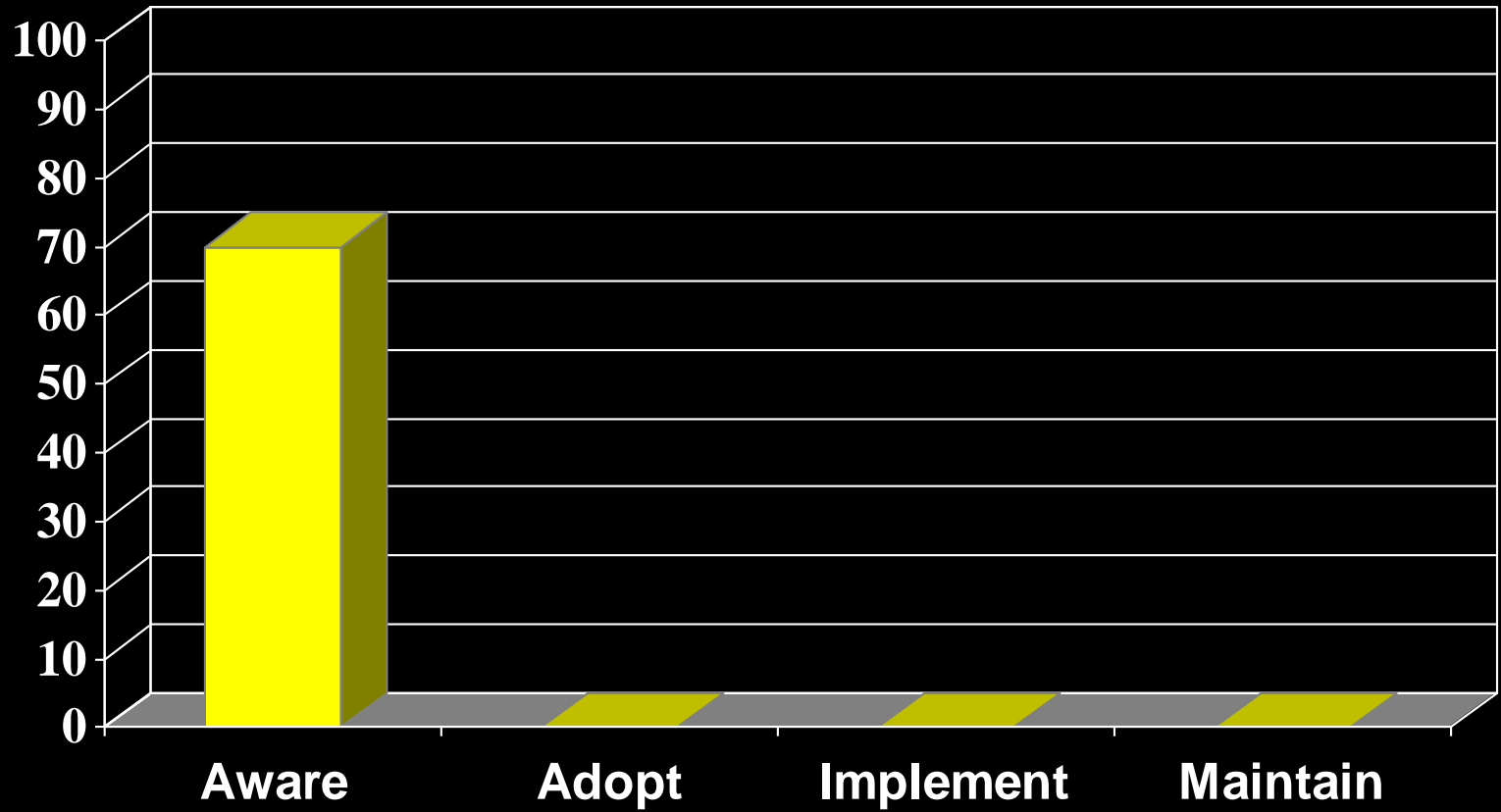
- *Linkage input vs Scientific input*

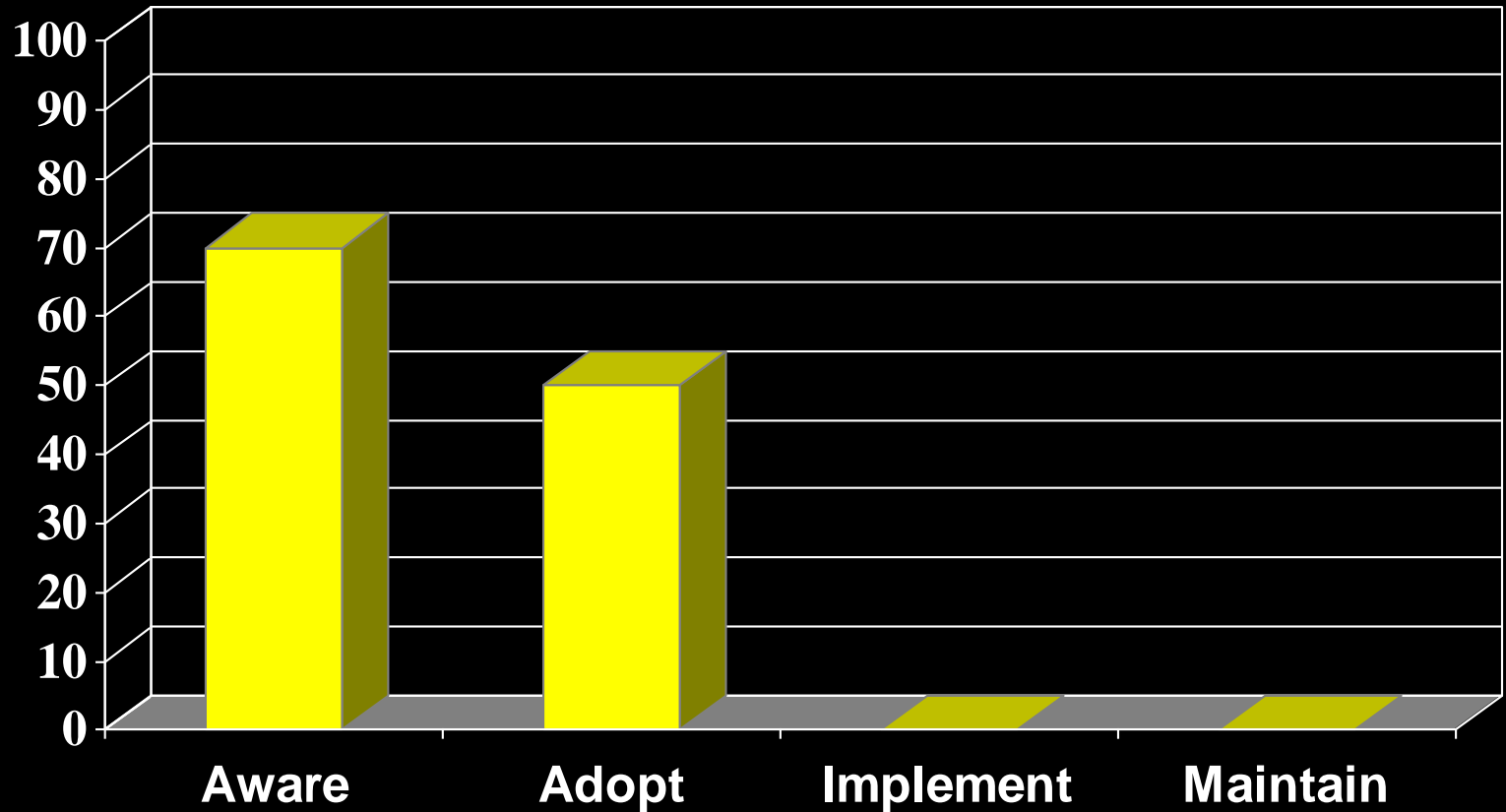
- **Fidelity:** *Was the intervention implemented as instructed?*
- **Flexibility:** *the possibility for the implementer to select intervention modules: Indicate which modules are essential for effectiveness*
- **Completeness:** *How many of the intervention modules were implemented?*

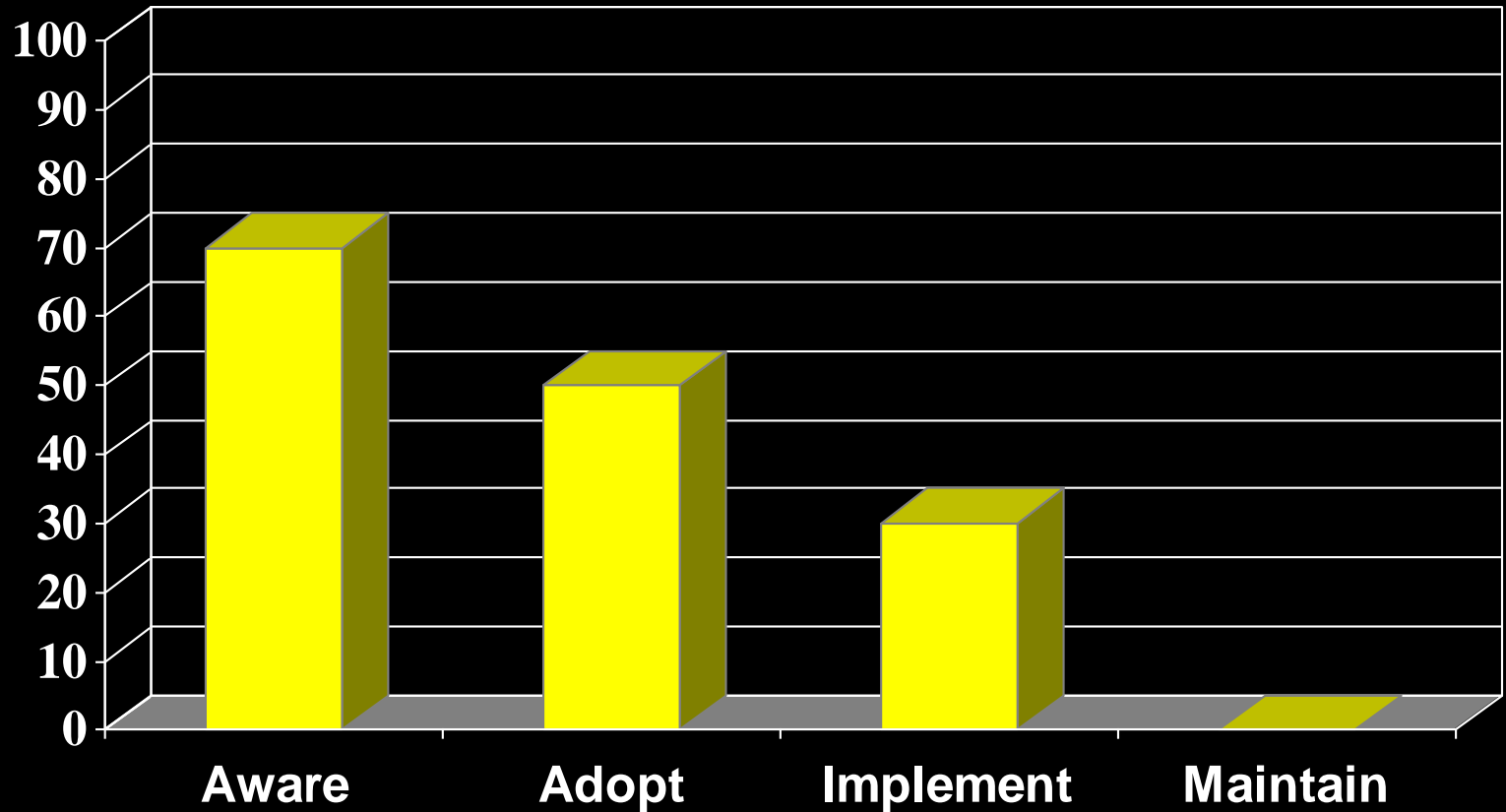
Evidence on Implementation Phases

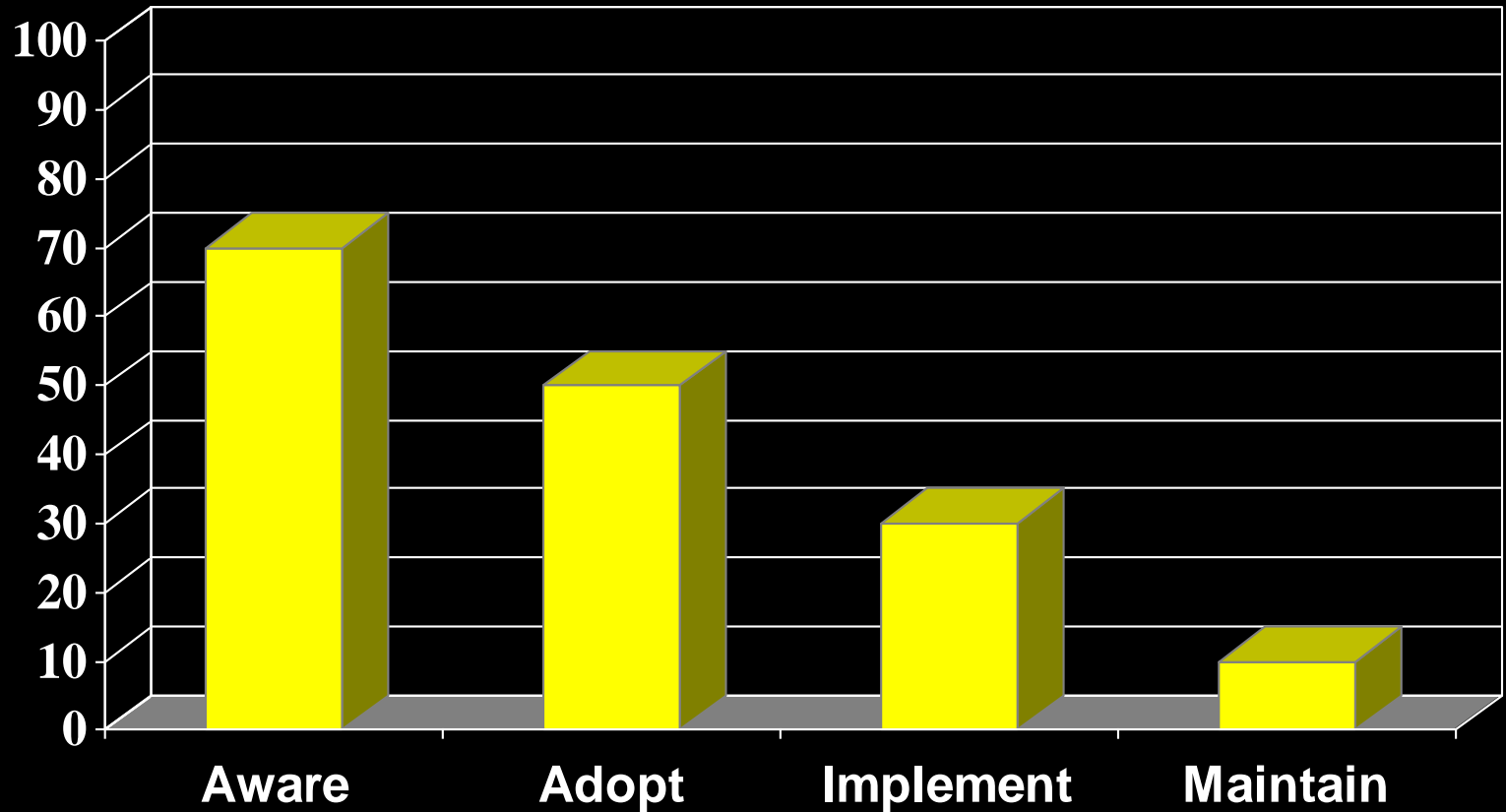


Evidence on Implementation Phases



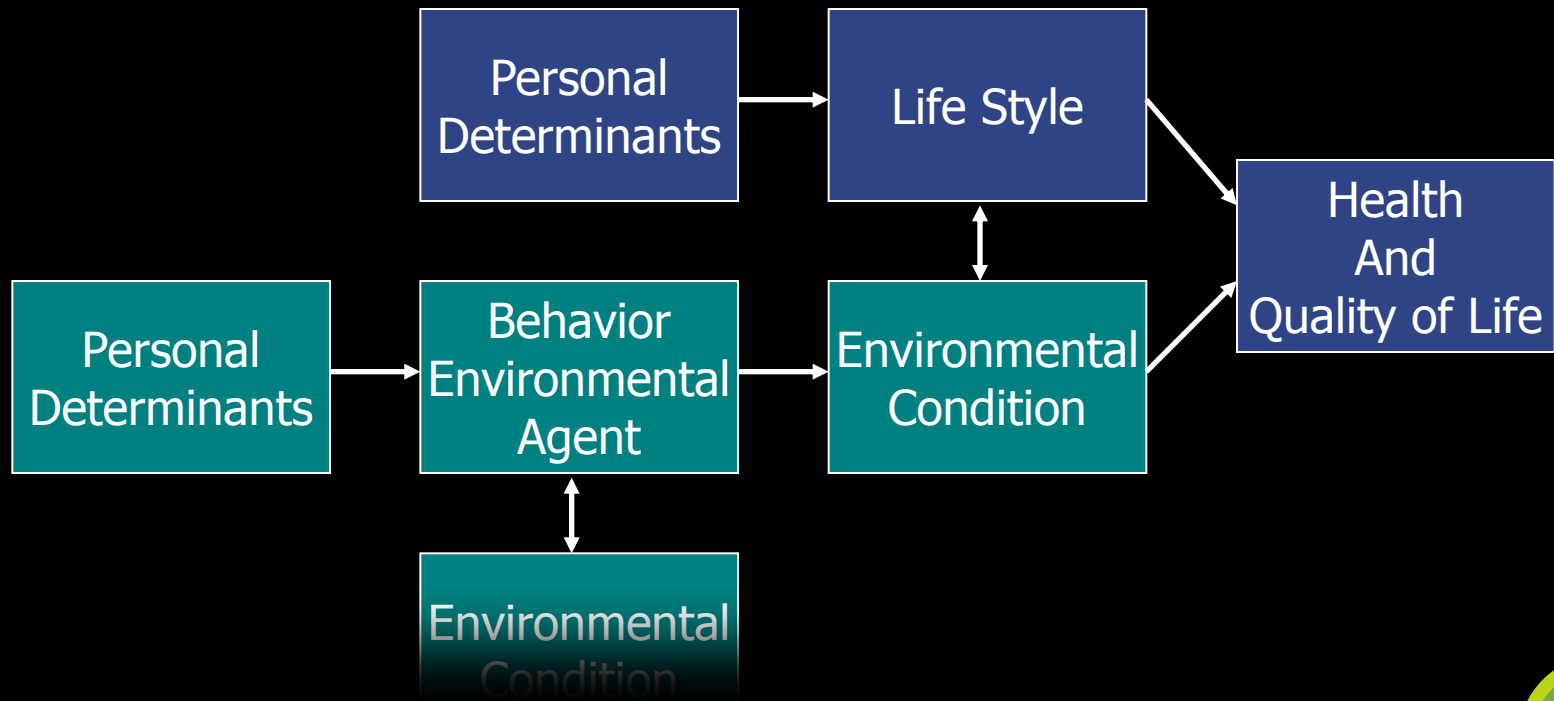


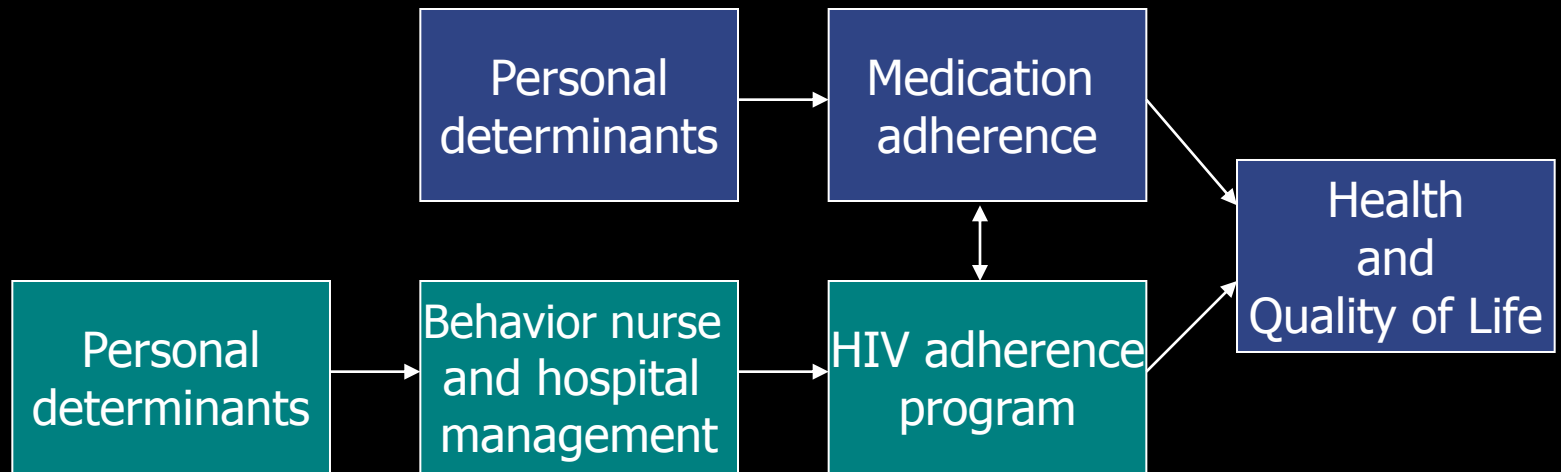


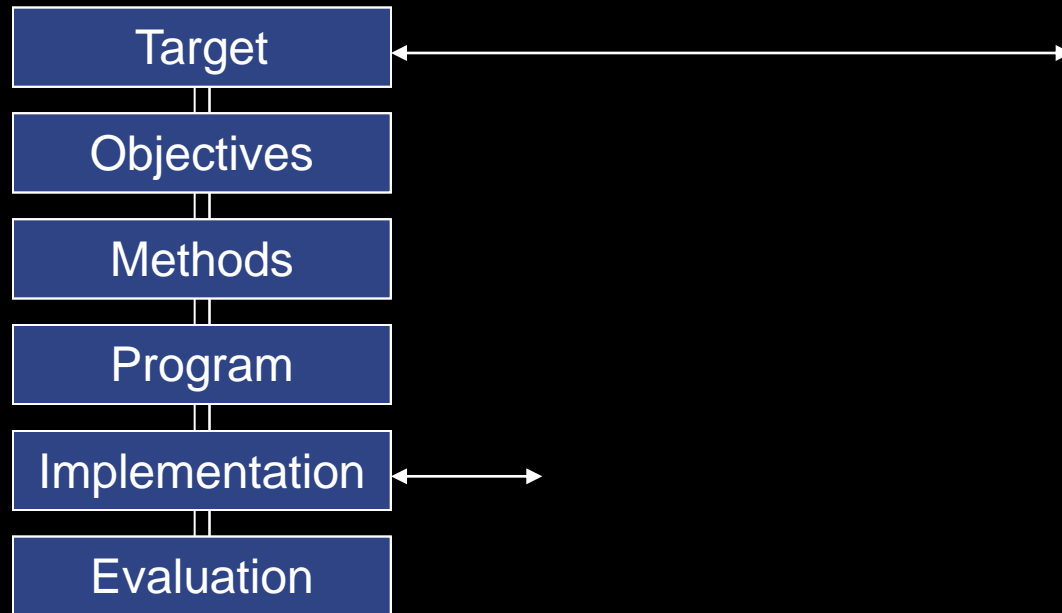


Implementation = Behavior

Actor (organizational level), performance objectives, change objectives, methods, applications, program, implementation, evaluation

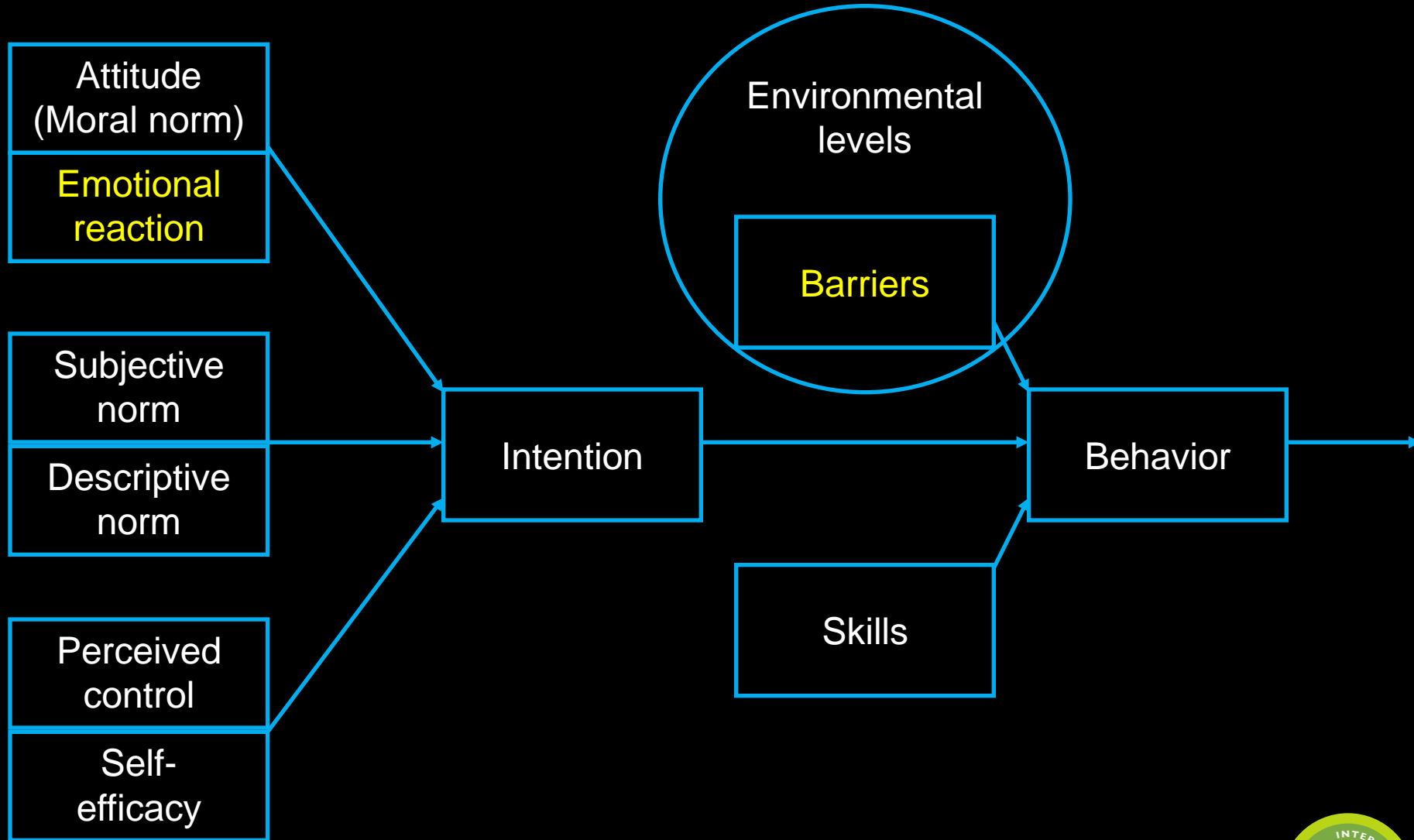


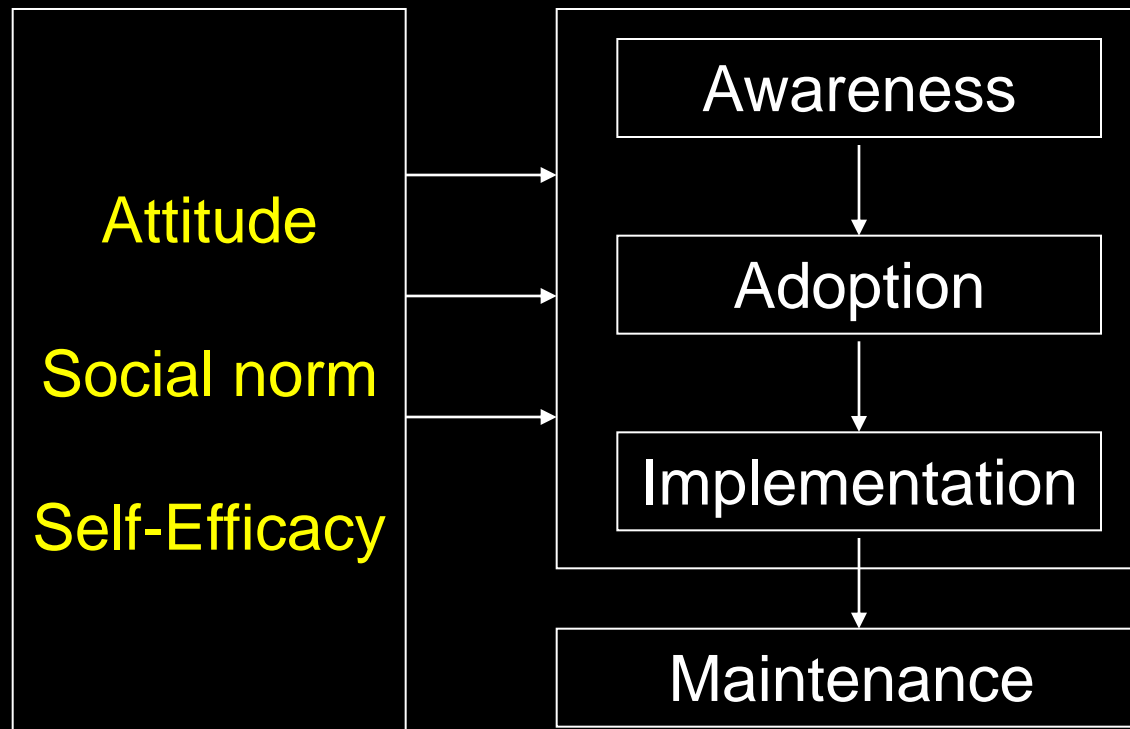




- **Adoption - Nurse**
 - Review the program
 - Identify barriers
 - Gain support from administrators
- **Implementation - Nurse**
 - Participate in training
 - Deliver all modules

- **Maintenance - Hospital management**
 - Include program in budget
 - Include program in standard training





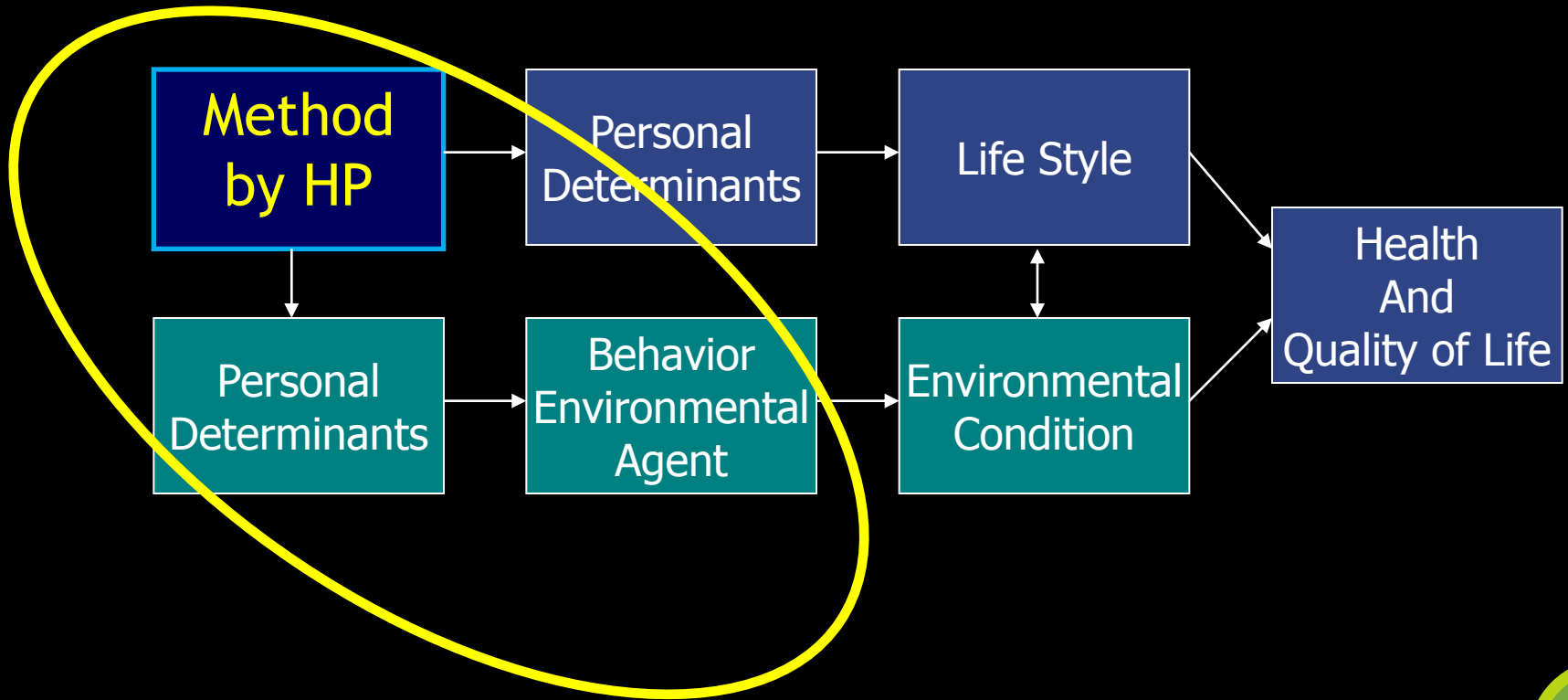
- **Awareness:** networks, information dissemination
- **Adoption:** attitude, social norms, self-efficacy, responsibility, perceived hospital policy
- **Implementation:** social norms, perceived instrumentality (patient response & nurse capability); *not: effectiveness*
- **Maintenance** Hospital policy (Management)

Performance objectives: Nurses*	Determinants		
	Attitude	Social norm	Self-Efficacy
Adopt	<i>Feel responsible</i>		<i>Feel confident to implement</i>
Implement	<i>Perceive advantages</i>	<i>Think patients will respond positively</i>	
Maintain*		<i>Know that management approves</i>	

Implementation stage	Change objectives	Theoretical methods	Practical applications
<i>Adoption</i>	<i>Attitude Social norm Self-Efficacy</i>	<i>Persuasion Modeling</i>	<i>Program guide charts Workshops</i>
<i>Implementation</i>	<i>Perceived instrumentality Social norm</i>	<i>Modeling Guided practice Reinforcement</i>	<i>Role playing Team meetings Social reinforcement</i>
<i>Maintenance</i>	<i>Perceived hospital policy</i>	<i>Participatory problem solving</i>	<i>Training Team meetings</i>

- Brochures with role-modeling:
 - Short-term benefits
 - Effective use
 - Positive patient response
- Training program
- Et cetera

Often: Organizational Change!



- Protocol for Nurses
- Good response
- Problem with Management
- “*Conservative*”, “*uninterested*”, “*idiots*”
- Management = Environmental actor

- Lewin:
- Unfreezing
- Moving
- Refreezing
- *New equilibrium*

1. Awareness

- unmet need

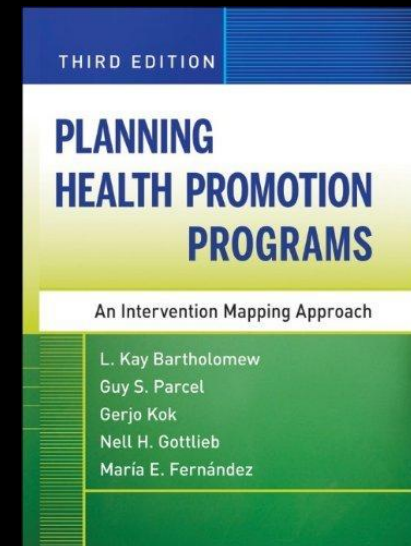
2. Adoption of change strategies

- changes in work protocols, working conditions
- health promotion programs

3. Implementation

4. Continuation

- 6.11 Basic methods (environment)
- 6.12 Change Social Norms
- 6.13 Change Social Support & Networks
- 6.14 Change Organizations
- 6.15 Change Communities
- 6.16 At the Societal level



Methods	Definition	Parameters	Examples
<p>Participatory problem solving</p> <p>(Organizational Theories, Coalition)</p> <p><i>(Butterfoss, Kegler, & Francisco, 2008; Cummings & Worley, 2009)</i></p>	<p>Diagnosing the problem, generating potential solutions, developing priorities, making an action plan, and obtaining feedback after implementing the plan.</p>	<p>Requires willingness by the HP to accept the participants as equals; requires target group to possess appropriate motivation and skills.</p>	<p>A HP assists employees of a small company to identify the level and sources of work stress, to develop a plan with management support to provide coping strategies.</p>
...

Methods	Definition	Parameters	Examples
<p>Increasing stakeholder influence</p> <p>(Stakeholder Theory)</p> <p>(Brown et al., 2003; Mitchell et al., 1997)</p>	<p>Increase stakeholder power, legitimacy, and urgency, often by forming coalitions and using community development and social action to change an organization's policies.</p>	<p>The focal organization perceives that the external organization or group is one of its stakeholders.</p>	<p>A community group uses media advocacy to highlight the groundwater pollution by gas storage tanks And demand that the tanks be moved by the gas company that owns them.</p>
...

- Adoption

- Awareness
- Agreement
- Participation in training

Survey

Record

Observation

- Implementation

- Lessons completed
- Activities executed
(students)
- Scheduling
- Use of Video

Records

Observation, survey

Interviews

Survey (patients)

- Implementation is essential for program effectiveness *and it is not an automatic process*
- Promoting Implementation is often changing an environmental condition
- We have potentially effective methods at all possible levels
- More input from Organizational Change theories and evidence

