

Knowledge-to-Action Framework

Select, tailor implementation interventions: Considerations for change teams

Choosing and applying implementation strategies to support a practice change can be complex with multiple factors to consider – the change itself, the needs of your setting, any identified barriers to change, and the preferences of staff and other stakeholders. Use this fact sheet to help support your change team’s decision-making throughout this process.

What information do you need to get started to select and tailor implementation strategies?

- A completed gap analysis to identify priority recommendations.
- Identified barriers to overcoming the practice change.
- Identified facilitators to enhance the practice change.
- Input from staff and other stakeholders regarding priority areas and preferred strategies.
- Available resources such as time, budget, staff, peer and leadership support.
- An implementation plan that includes the goals and strategies.
 - Helpful details can include the purpose of implementation, scope of the change, timelines and progress measures.
- More knowledge to help identify the most effective strategies and which strategies to use to address specific barriers.

What are the types of implementation strategies?

Strategies vary and can include a discreet activity or multiple ones with many activities

Types of strategies	Purpose	Examples of strategies from ERIC* taxonomy
Dissemination	To increase knowledge, awareness, attitudes	<ul style="list-style-type: none"> • Conduct educational meetings about the practice change • Distribute educational materials to stakeholders • Use mass media to spread the word about the practice change
Types of strategies	Purpose	Examples of strategies from ERIC* taxonomy
Implementation processes	To prioritize areas for change, assess the local context and identify barriers and facilitators	<ul style="list-style-type: none"> • Identify and prepare champions to support and drive through the practice change • Organize clinician implementation team meetings as a protected time to support implementation efforts

		<ul style="list-style-type: none"> • Use an implementation advisor for expert guidance • Tailor strategies • Promote adaptability by identifying how the practice change can be tailored to the local setting • Purposely re-examine the implementation to monitoring progress and support quality improvement
Integration	To adapt changes to the local setting	<ul style="list-style-type: none"> • Use reminders to help prompt and support providers to implement the practice change • Revise professional roles • Create new clinical teams with a variety of skills and disciplines to support practice change • Develop and implement tools for quality monitoring
Capacity building	To increase knowledge and skills	<ul style="list-style-type: none"> • Develop educational materials to facilitate stakeholders' learning • Conduct ongoing training on the practice change • Make training dynamic to cater to different learning styles • Provide clinical supervision focusing on the practice change
Scaling	To spread the change or its scope	<ul style="list-style-type: none"> • Stage implementation scale-up, starting with pilot sites and gradually moving to system-wide rollout

*Expert Recommendations for Implementing Change (Powell et al., 2015; [A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change \(ERIC\) project \(biomedcentral.com\)](#))

Tips for selecting implementation strategies:

- ✓ Aim to use strategies that can effectively support a practice change and overcome barriers and enhance facilitators.
- ✓ Be aware that no one strategy is perfect or superior.
- ✓ A combination of strategies is often, but not always, better or necessary.
- ✓ Be selective – you are more likely to be effective when you choose strategies that can support the person/patient population, staff, organization and the local health system.
- ✓ Take a balanced approach - choose strategies that are supported by research (where available), pragmatic and support clinical decision making.
- ✓ Choose a variety of strategies – for example, a strategy like education, while often used, is not always the most effective.
 - Using one or more strategies is more effective than using none.
- ✓ Be aware that the effect of strategies varies from small to moderate.

Does your change team have lots of barriers to overcome? Are you unsure which strategies to prioritize?

- Avoid making all the decisions yourself.
- Reach out to stakeholders for their input so that decisions can be made together.
- Value everyone’s experience and knowledge
- Determine common goals and priorities through consensus
- Use active processes such as concept mapping ([Steps to concept mapping | RNAO.ca](#)) to facilitate focused discussions
- Be transparent in your decision-making process

Suggested implementation strategies for individual provider barriers:

Individual provider barriers		Possible implementation strategies
Knowledge	Lack of awareness	<ul style="list-style-type: none"> • Disseminate copies of the guideline. • Share practical tools to support implementation at the point of care, for example, apps. • Use social media to increase awareness.
	Lack of familiarity	<ul style="list-style-type: none"> • Provide continuing education on the guideline and its recommendations. • Engage opinion leaders as peer influencers who have used the guideline. • Use individual audit and feedback.
Attitudes	Lack of agreement	<ul style="list-style-type: none"> • Consult opinion leaders. • Ask people in disagreement to participate in guideline development. • Get endorsements from stakeholder groups.
	Lack of self-efficacy /a lack	<ul style="list-style-type: none"> • Focus on building skills. • Provide Interactive learning sessions.

Individual provider barriers		Possible implementation strategies
	of belief in one's abilities	<ul style="list-style-type: none"> • Provide individualized audit and feedback. • Conduct performance appraisals.
	Lack of skills	<ul style="list-style-type: none"> • Provide audit and feedback. • Offer skills-training sessions.
	Lack of motivation	<ul style="list-style-type: none"> • Consult opinion leaders. • Provide audits and feedback to motivate the implementation.

SOURCE: Adapted from Fischer et al., 2016

Suggested implementation strategies for organizational barriers:

Organizational barrier	Possible implementation strategies
Organizational constraints	<ul style="list-style-type: none"> • Standardize processes and procedures. • Develop protocols. • Implement guidelines that can be adapted to the local setting. • Make linkages to quality improvement.
Lack of resources	<ul style="list-style-type: none"> • Provide time for documentation and guideline use. • Clarify roles and responsibilities. • Engage external facilitation from experts to support and guide implementation efforts.
Lack of collaboration	<ul style="list-style-type: none"> • Improve collaboration efforts with other stakeholders.
Social and clinical norms	<ul style="list-style-type: none"> • Engage local consensus groups.

SOURCE: Adapted from Fischer et al., 2016