

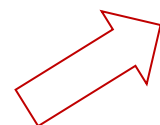
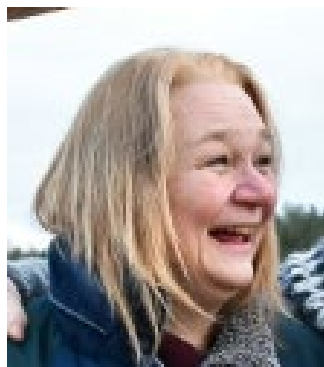


Verktøy for god implementering

Litt om teoretiske rammeverk, og noen smarte grep
for å lykkes med å gjennomføre noe nytt.

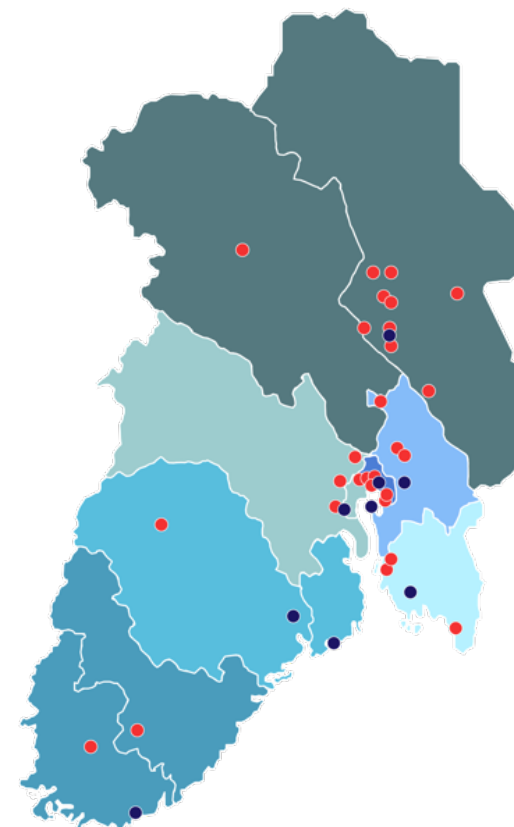
Stein Arne Rimehaug

RKR: Regional kompetansetjeneste for rehabilitering, HSØ
Sonnaas sykehus HF



 REGIONAL KOMPETANSETJENESTE
FOR REHABILITERING
Sunnaas sykehus

RKR



Nettverk

Implementeringsstøtte

Kunnskapsformidling

Fredagswebinar 2020+2021



ReHSØ Regional rehabiliteringskonferanse Lillestrøm 17+18 september 2024

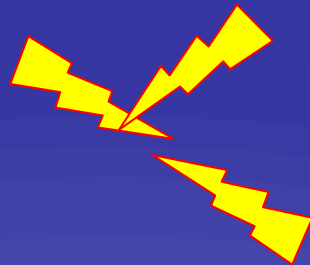


Sunnaas sykehus:





Den så vi ikke komme 😞

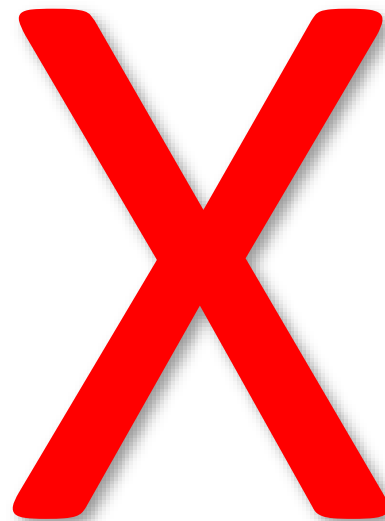


Fremmere / fasilitatorer

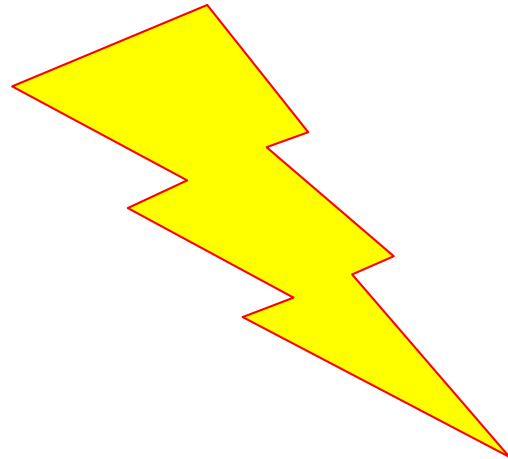
Hemmere / barrierer

Implementeringstiltak

De-Implementering



Finnes teorier , modeller, metoder eller
rammeverk som kan hjelpe oss å planlegge og
bedre forutse hindringer?



«Implementation model» google bildesøk:

strategy business diagram education technology change system strategic planning training cfr framework marketing healthcare cloud strategic management e governance innovation learning evidence based practice policy software engineering reses

Implementation Model

School for Ethical Education Implementation Model

ResearchGate Process model of Implementation from...

ResearchGate Process of model Implementation ...

ScienceDirect.com Implementation Model) - ...

Center for Health Innovation and Impl... The Agile Implementation Model - St...

ResearchGate Implementation model overview ...

PITF PQRU - University of th... Implementation - PERU

www.ncsp.ncep.n... 10.jpg

Home Centered Care Institute The HCCI Home-Based Primary Car...

Academy for Setting Chordians Conceptual Model of Implementation...

SlideTeam Purpose Implementation Model DL...

Total Systems Development S-Phase Implementation Model ...

LinkedIn Policy Process: An Implementation ...

ResearchGate The strategy Implementation model ...

NIH IG GURU ARMA releases Informatio...

Openly International Center - National In... Toolkit Part 1: Implementation Scienc...

ResearchGate S: Strategy Implementation model ...

PHVA Highway Safety Program - Dep... Implementation Process Model - S...

Business Argona What is Strategy Implementation ...

www.seerac.com.br Structure the Implem...

The Portfolio Implementation Toolkit - PB... e-Portfolio Implementations Toolkit ...

Lumen Learning The ADDIE Model | Human Resource...

The Center for Implementation How Can a Process Model Help You ...

Related searches

project implementation model

change implementation model

implementation model diagram

MCPI A Roadmap for Business Model Innovation

Models of strategy Implementation...

ResearchGate The Implementation Research Logic Mod...

School for Ethical Education Implementation Model

Amazon.com - In stock Amazon.com: The ...

ARMA Magazine - ARMA International Introducing the Information Governance ...

NHS England How to make shared decision ma...

ResearchGate The Integrated Implementation Model ...

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SpringerLink Implementation of Business Models ...

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BMC Medical Informatics and Decis... a qualitative study to Inform the ...

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ScienceDirect.com Models Implementation: A state of the ...

Inspiredperformance... sustainability ...

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SlideShare Implementation Model | PPT

Decade Strategy Strategy Implementation: The 6 Step PR...

ResearchGate Project Implementation models ...

Curriculum Implementation Models

Curriculum Implementation Models

People Centered Implementation Template ...

Promoting Health, Preventing Disease ... Diabetes Training and Technical ...

Dissemination Implementation Plan - Dissemination Implementati...

Implementation Science - Blinded Central The Implementation Research Logic Model ...

Introduction to Model Implementation

Implementation Model | PPT

Foundational & Model Implementation

Five Levels of Strategic Implementation...

The Center for Implementation Active Implementation and a Po...

NIH Pages - National Institute of Standards and Technol... Layers and Models

LinkedIn - In stock COBIT Implementation Model PowerPoint ...

Health Research and Practice ...

Related searches

curriculum implementation models slideshare

strategy implementation framework

implementation strategy example

Salesforce Implementation Strategy Models

What is PRISM? - RE-AM

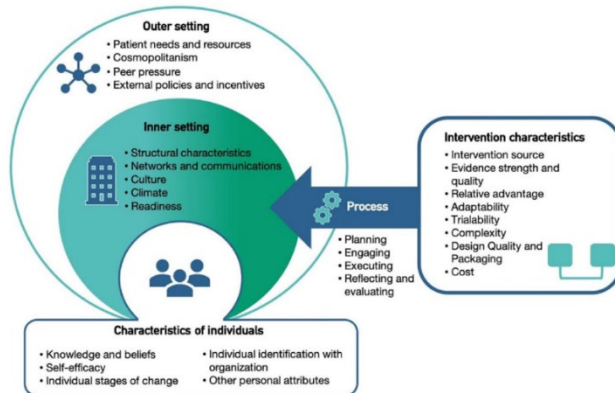
Enkle modeller finnes. Er de **for** enkle?



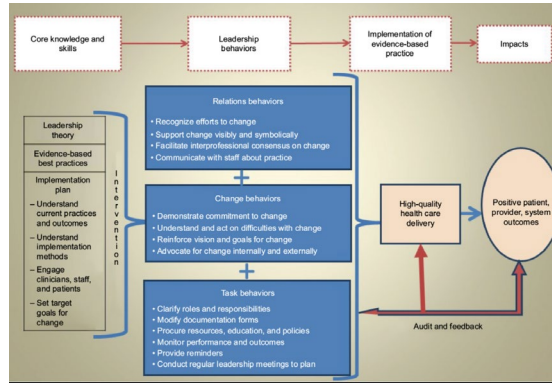
Frameworks

- teoretiske rammeverk for å bedre forstå og planlegge implementeringsprosesser

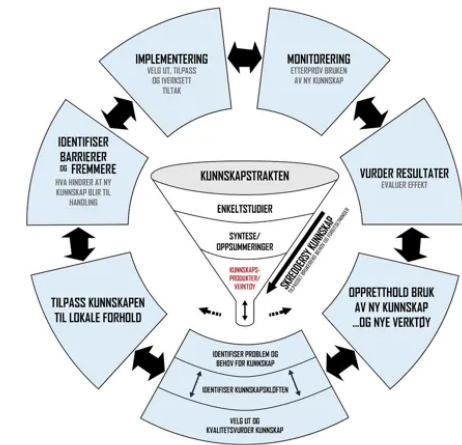
CFIR



O-Mile

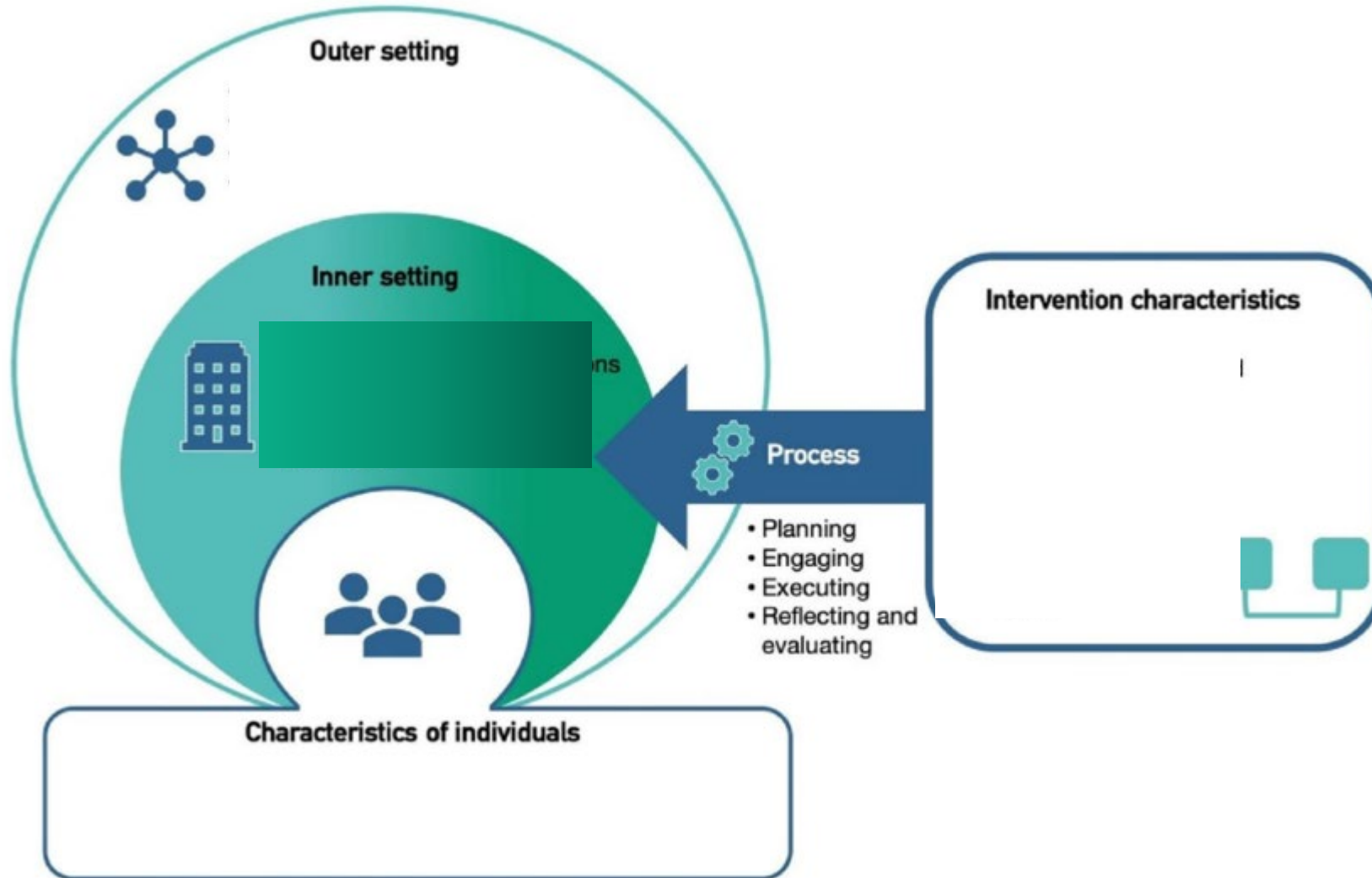


KTA



Source: <https://www.kunnskapforimplementasjon.com/implementation-in-action-bulletin-mar-2021>

CFIR - Consolidated Framework for Implementation Research



CFIR - brukt til å kartlegge hemmere og fremmere i enkeltstudier innen rehabilitering - eksempler:

Wang et al. *BMC Geriatrics* (2023) 23:292
<https://doi.org/10.1186/s12877-023-03976-1>

BMC Geriatrics

RESEARCH

Open Access

Exploring barriers to and facilitators of the implementation of home rehabilitation care for older adults with disabilities using the Consolidated Framework for Implementation Research (CFIR)

Haixia Wang^{1,2}, Yanyan Zhang^{3*} and Shouwei Yue^{1,2,3*}



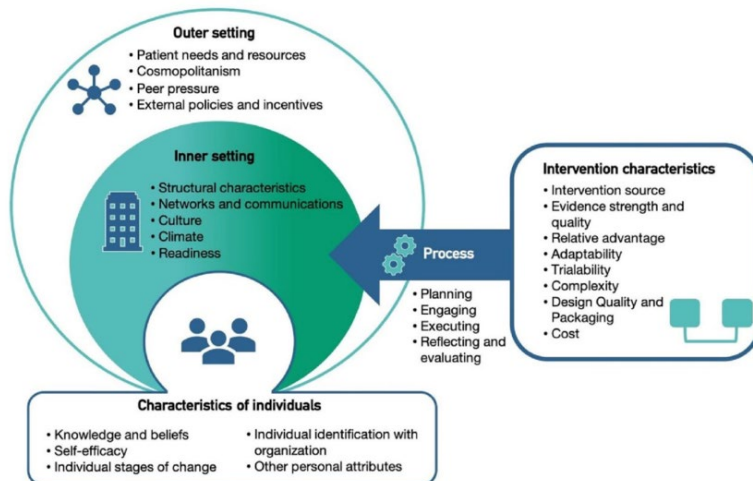
Review

> *Arch Phys Med Rehabil.* 2022 Mar;103(3):542-558.e10. doi: 10.1016/j.apmr.2021.06.026.

Epub 2021 Aug 8.

Community-Based Exercise Programs for Cancer Survivors: A Scoping Review of Program Characteristics Using the Consolidated Framework for Implementation Research

Sarah E Neil-Sztramko¹, Jenna Smith-Turchyn², Angela Fong³, Kaitlyn Kauffeldt⁴, Jennifer R Tomasone⁴



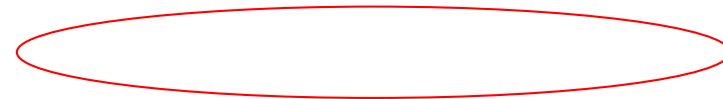
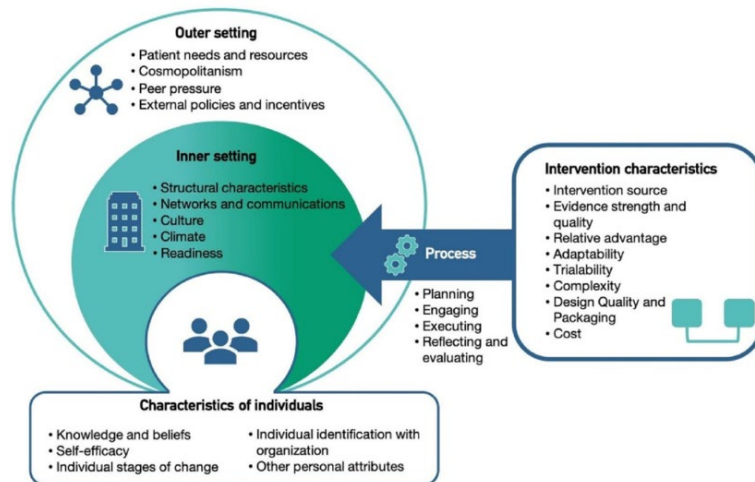
Source: <https://thecenterforimplementation.com/implementation-in-action-bulletin/mar-2021>

Implementation of a novel return-to-work approach for persons with affective disorders in a traditional vocational rehabilitation context: a case study

Suzanne Johanson^{1*}, Urban Markström², Maria E. Larsson³ and Ulrika Bejerholm¹



CFIR - artikler fra RKR:

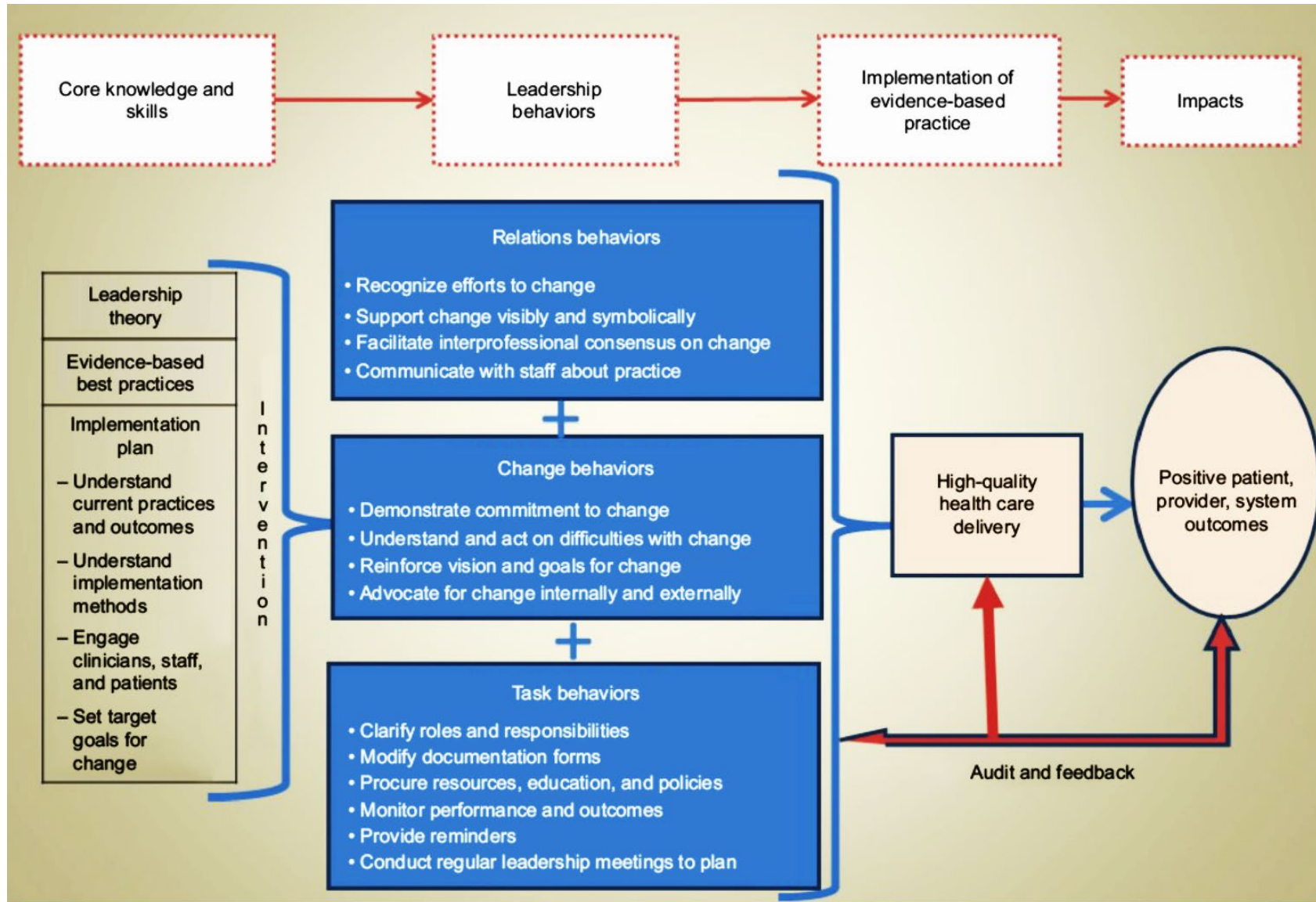


CFIR - brukt til å kartlegge barrierer i FIRST på FRA, Oslo kommune (Poster)

Table 1. <u>Highest priority</u> barriers and implementation strategies according to CFIR domain and construct		
CFIR construct	Barrier description	Implementation strategy
CFIR domain - INTERVENTION CHARACTERISTICS		
Adaptability	Clinicians' concerns about feasibility (e.g., related to safety, patient capacity to participate, pain, aphasia and/or poor understanding of Norwegian language)	Promote adaptability Identification of barriers and facilitators Tailor strategies Conduct educational meetings Visit other sites
Cost	Equipment cost	Access new funding
CFIR domain - INNER SETTING		
Available resources	Poor accessibility to equipment	Change physical structure and equipment
	Equipment for safety monitoring (alarm, blood pressure and heart rate monitors) and orthoses	Access new funding Change physical structure and equipment
Compatibility	Distribution of patient needs/care among the interdisciplinary team. (less upper extremity training if increase focus on walking)	Promote adaptability Revise professional roles Conduct local consensus discussions
Culture	Changing long established habits/beliefs/experiences related to practice	Create a learning collaborative Conduct educational meetings Conduct local consensus discussions
CFIR domain - CHARACTERISTICS OF INDIVIDUALS		
Knowledge & Beliefs about the Intervention	Little knowledge of how to provide HIT to patients (PTs)	Build a coalition (RKR, City of Oslo, OUS) Use an implementation adviser Organize clinician implementation team meetings Conduct ongoing training Provide clinical supervision Develop educational materials Distribute educational materials Facilitation

O-MILe rammeverk for implementeringsledelse

Ottawa Model of Implementation Leadership



Artikkel om O-MILe rammeverk for implementeringsledelse:

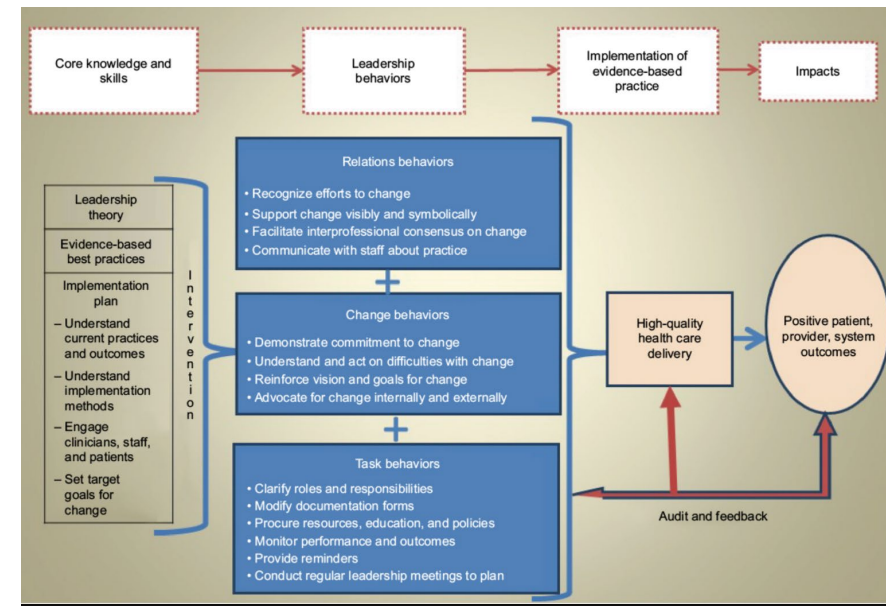
Ottawa Model of Implementation Leadership and Implementation Leadership Scale: mapping concepts for developing and evaluating theory-based leadership interventions

Gifford, **Graham**, Ehrhart, Davies, Aarons [Lenke til artikkelen](#)

Implementation Leadership Scale –skjema for å vurdere lederinnsats i implementering

O-MILe category	O-MILe concepts (n=17)	ILS item (n=12)
Core knowledge and skills	<ul style="list-style-type: none"> Knowledge of leadership theory Knowledge of evidence-based best practice 	<ul style="list-style-type: none"> Is knowledgeable about XXX Knows what he/she is talking about when it comes to XXX Is able to answer my questions about XXX (knowledgeable leadership)
	<ul style="list-style-type: none"> Develops an implementation plan Knowledge of current practices and outcomes Knowledge of effective implementation methods Engages clinicians, staff, and patients Sets target goals for change 	<ul style="list-style-type: none"> Has developed a plan to facilitate implementation of XXX (proactive leadership)
Behaviors, attitudes, and beliefs	<ul style="list-style-type: none"> Recognizes efforts to change 	<ul style="list-style-type: none"> Recognizes and appreciates employee efforts toward successful implementation of XXX (supportive leadership)
	<ul style="list-style-type: none"> Supports change visibly and symbolically Facilitates interprofessional consensus on change Communicates with staff about clinical practice issues and XXX 	<ul style="list-style-type: none"> Supports employee efforts to use XXX (supportive leadership) Is able to answer my questions about XXX (knowledgeable leadership)
Change, attitudes, and beliefs	<ul style="list-style-type: none"> Demonstrates commitment to change Reinforces vision and goals of change 	<ul style="list-style-type: none"> Perseveres through the ups and downs of implementing XXX Carries on through the challenges of implementing XXX (perseverant leadership)
	<ul style="list-style-type: none"> Understands and acts on difficulties with change 	<ul style="list-style-type: none"> Reacts to critical issues regarding the implementation of XXX by openly and effectively addressing the problem(s) (perseverant leadership) Removes obstacles to the implementation of XXX (proactive leadership)
	<ul style="list-style-type: none"> Advocates for change internally and externally 	
Task behaviors	<ul style="list-style-type: none"> Clarifies roles and responsibilities Modifies documentation forms 	<ul style="list-style-type: none"> Has established clear department standards for the implementation of XXX Has developed a plan to facilitate implementation of XXX (proactive leadership)
	<ul style="list-style-type: none"> Procures resources, education, and policies to reflect change 	<ul style="list-style-type: none"> Supports employee efforts to learn more about XXX (supportive leadership)
	<ul style="list-style-type: none"> Monitors performance and outcomes 	<ul style="list-style-type: none"> Recognizes and appreciates employee efforts toward successful

Rammeverk: Ottawa Model of Implementation Leadership (O-MILe)



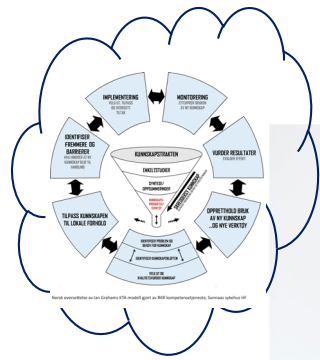
O-MILe sjekkliste for lederinvolvering

forenklet oversettelse:

O-MILe category	O-MILe concepts (n=17)	ILS item (n=12)
Core knowledge and skills	<ul style="list-style-type: none"> • Knowledge of leadership theory • Knowledge of evidence-based best practice 	<ul style="list-style-type: none"> • Is knowledgeable about XXX • Knows what he/she is talking about when it comes to XXX • Is able to answer my questions about XXX^a (knowledgeable leadership)
	<p>Lederforankring</p> <p>Engasjer ledere lenger opp i systemet:</p> <p>Se etter samsvar med virksomhetsmål</p> <ul style="list-style-type: none"> • Develops an implementation plan • Knowledge of current practices and outcomes • Knowledge of effective implementation methods • Engages clinicians, staff, and patients • Sets target goals for change 	<ul style="list-style-type: none"> • Has developed a plan to facilitate implementation of XXX^a (proactive leadership)
Relations-oriented leadership behaviors	<ul style="list-style-type: none"> • Recognizes efforts to change 	<ul style="list-style-type: none"> • Recognizes and appreciates employee efforts toward successful implementation of XXX^a (supportive leadership)
	<p>Inviter til å delta i styringsgruppe?</p> <ul style="list-style-type: none"> • Supports change visibly and symbolically • Facilitates interprofessional consensus on change 	<ul style="list-style-type: none"> • Supports employee efforts to use XXX (supportive leadership)
	<p>Finn anledninger til å informere om implementeringsprosjektet</p> <ul style="list-style-type: none"> • Communicates with staff about clinical practice issues and XXX 	<ul style="list-style-type: none"> • Is able to answer my questions about XXX^a (knowledgeable leadership)
Change-oriented leadership behaviors	<ul style="list-style-type: none"> • Demonstrates commitment to change • Reinforces vision and goals of change 	<ul style="list-style-type: none"> • Perseveres through the ups and downs of implementing XXX • Carries on through the challenges of implementing XXX (perseverant leadership)
	<p>Fokuser på elementer som sjefen er opptatt av fra før?</p> <ul style="list-style-type: none"> • Understands and acts on difficulties with change 	<ul style="list-style-type: none"> • Reacts to critical issues regarding the implementation of XXX by openly and effectively addressing the problem(s) (perseverant leadership) • Removes obstacles to the implementation of XXX (proactive leadership)
	<ul style="list-style-type: none"> • Advocates for change internally and externally 	
Task-oriented leadership behaviors	<ul style="list-style-type: none"> • Clarifies roles and responsibilities • Modifies documentation forms 	<ul style="list-style-type: none"> • Has established clear department standards for the implementation of XXX • Has developed a plan to facilitate implementation of XXX^a (proactive leadership)
	<ul style="list-style-type: none"> • Procures resources, education, and policies to reflect change 	<ul style="list-style-type: none"> • Supports employee efforts to learn more about XXX (supportive leadership)
	<ul style="list-style-type: none"> • Monitors performances and outcomes 	<ul style="list-style-type: none"> • Recognizes and appreciates employee efforts toward successful implementation of XXX^a (supportive leadership)
	<ul style="list-style-type: none"> • Provides reminders 	
	<ul style="list-style-type: none"> • Conducts regular leadership meetings 	

På norsk
Har mye kunnskap om den nye metoden
Har lagd en implementeringsplan
Ser og roser ansattes innsats for å lykkes med implementeringen
Støtter ansattes tiltak for bruke XXX
Kan svare på spørsmål om metoden XXX ^a (knowledgeable leadership)
Kjører på selv om det er motgang
Tar tak i problemer som hindrer implementeringen
Har etablert klare roller og oppgaver
Støtter kurs og opplæring
Følger med på fremgang og på faktisk bruk av ny metode

Implementeringsstøtte fra RKR



Implementeringsprosjektene FIRST og LIFT

Jenni Moore, RKR



FRA- Forsterket rehabilitering

OUS Oslo Universitetssykehus

Sykehuset Vestfold

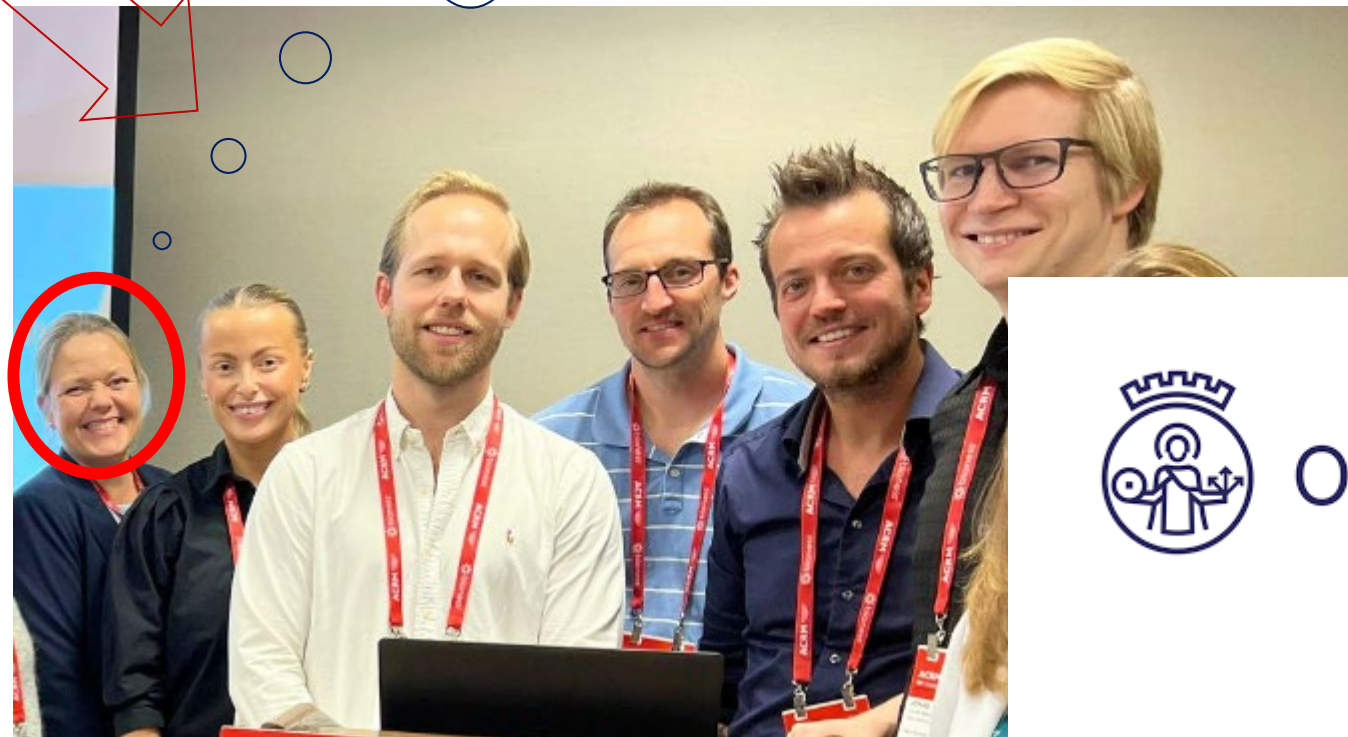
Sykehuset Innlandet

Sonnaas sykehus

Unicare Bakke

Unicare FRAM

Skogli helse og rehabilitering...



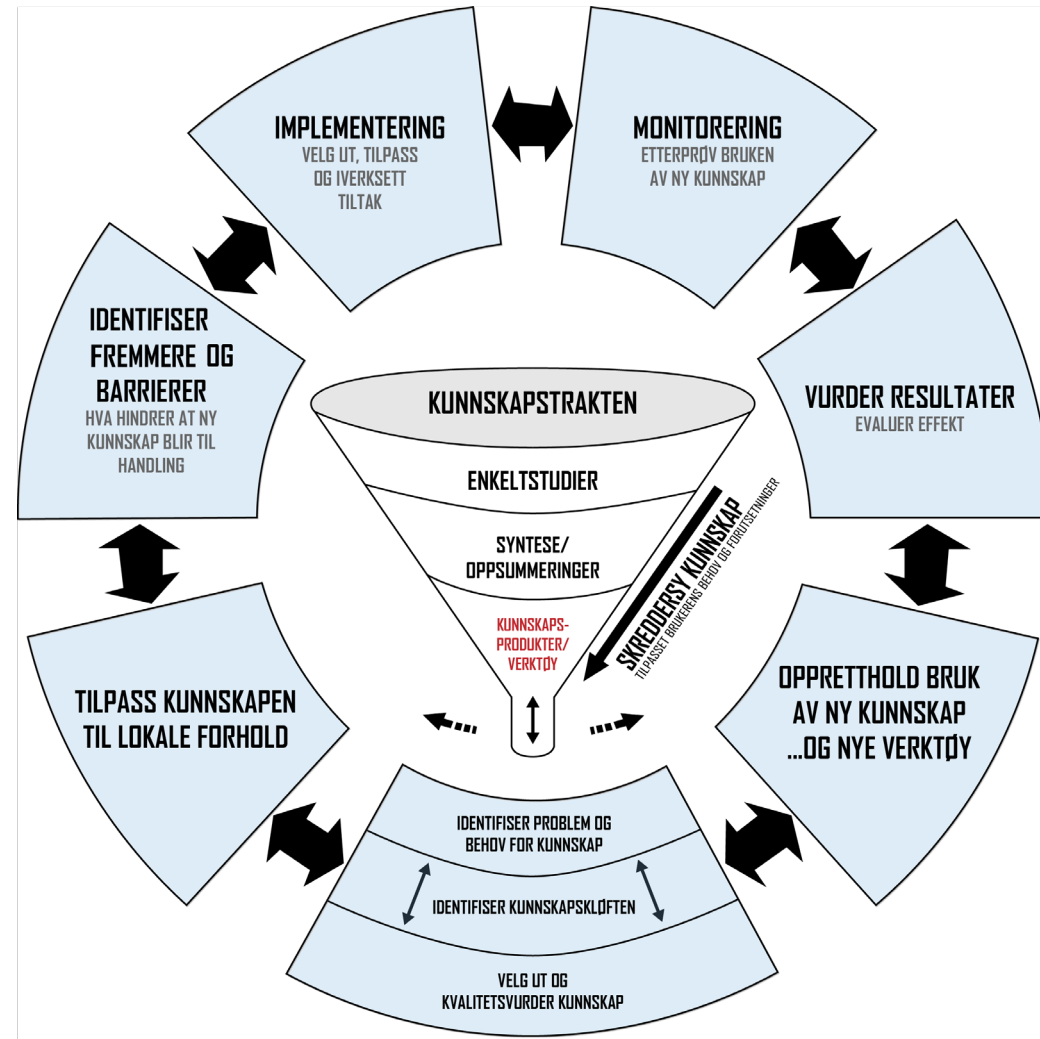
Oslo

KTA-modellen

Knowledge to Action Framework

Kunnskapstranslasjon

Implementering



Norsk oversettelse av Ian Grahams KTA modell gjort av RKR kompetansetjeneste, Sunnaas sykehus HF

Development and Results of an Implementation Plan for High-Intensity Gait Training

[Jennifer L. Moore](#), PT, NCS, DHS, [Elisabeth Bø](#), PT, PhD, [Anne Erichsen](#), PT, MSc, [Ingvild Rosseland](#), PT, [Joakim Halvorsen](#), PT, [Hanne Bratlie](#), PT, [T. George Hornby](#), PT, PhD, and [Jan Egil Nordvik](#), PhD

Article


Full-text available

Applying the Knowledge-to-Action Framework to Implement Gait and Balance Assessments in Inpatient Stroke Rehabilitation

November 2020 · [Archives of Physical Medicine and R...](#) 103(7S)

DOI: [10.1016/j.apmr.2020.10.133](https://doi.org/10.1016/j.apmr.2020.10.133)

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 Jennifer Moore · Roberta Virva · Chris Hend
T. George Hornby

Review

➤ [Arch Phys Med Rehabil.](#) 2022 Jul;103(7S):S256-S275. doi: [10.1016/j.apmr.2020.12.031](https://doi.org/10.1016/j.apmr.2020.12.031).

Epub 2021 Feb 6.

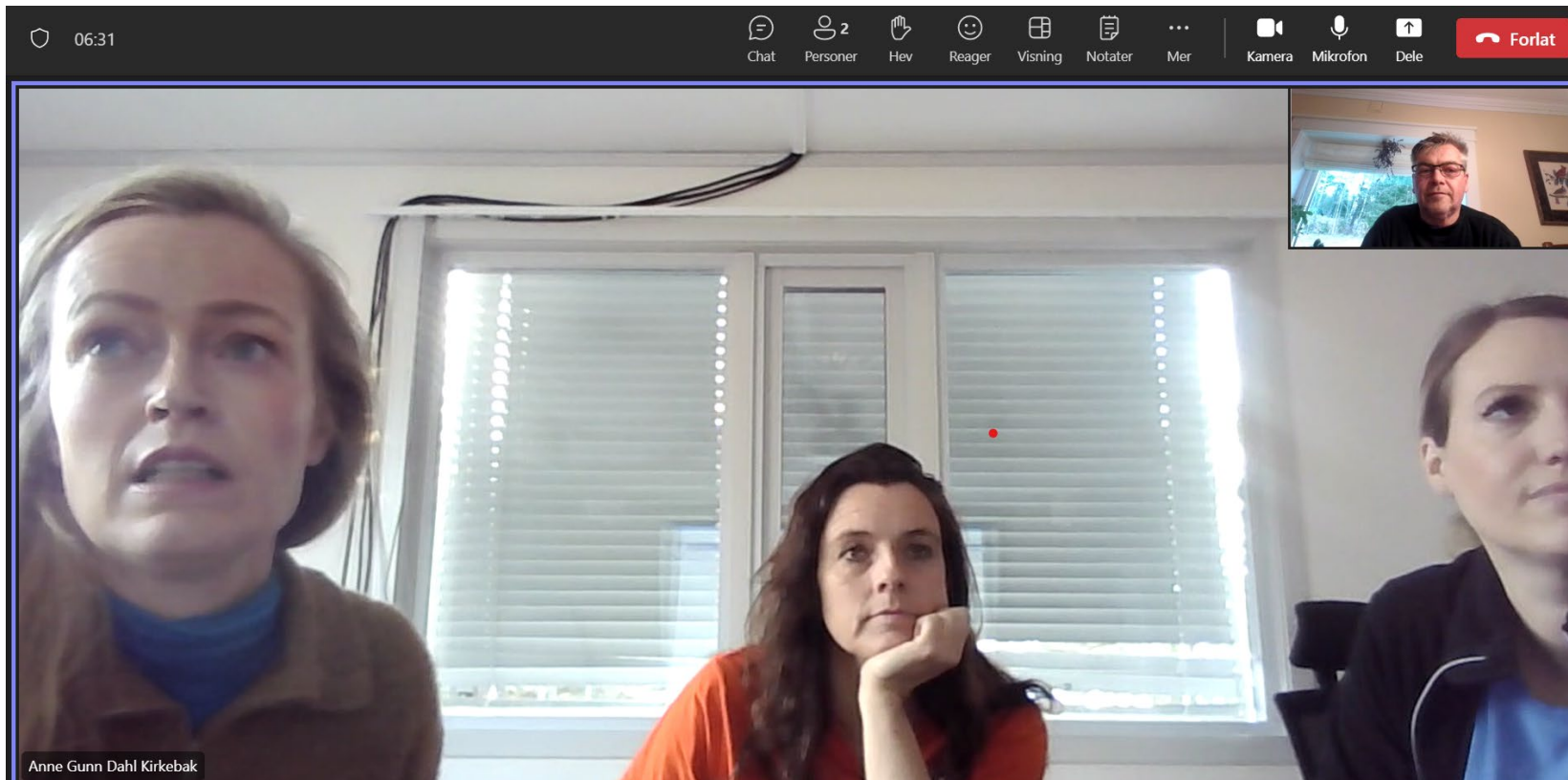
Knowledge Translation in Physical Medicine and Rehabilitation: A Citation Analysis of the Knowledge-to-Action Literature

Jennifer L Moore ¹, Julia A Mbalilaki ², Ian D Graham ³

Implementeringsstøtte fra RKR



Implementering av PROMIS-29 på Catosenteret

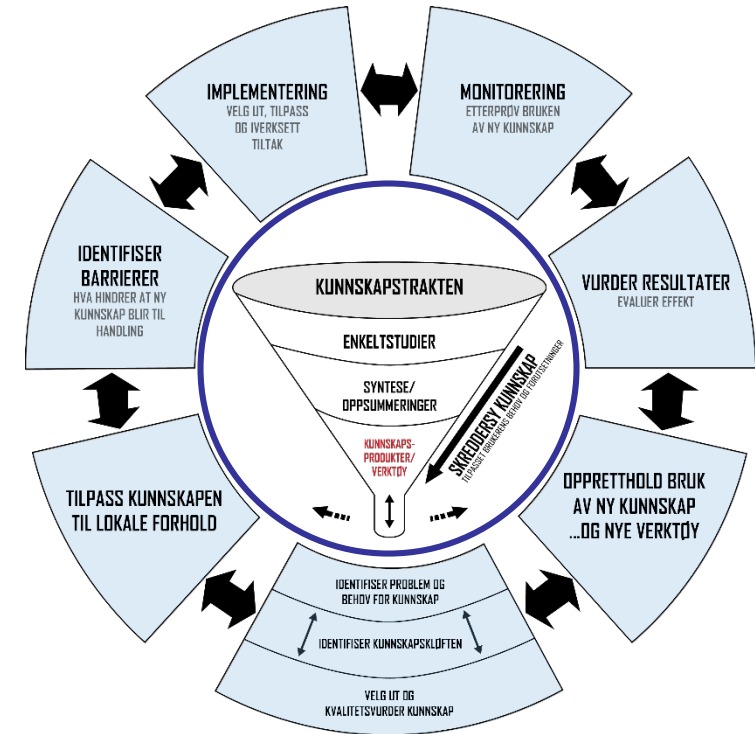


The funnel

TRAKTEN

- Kunnskapsinnhenting

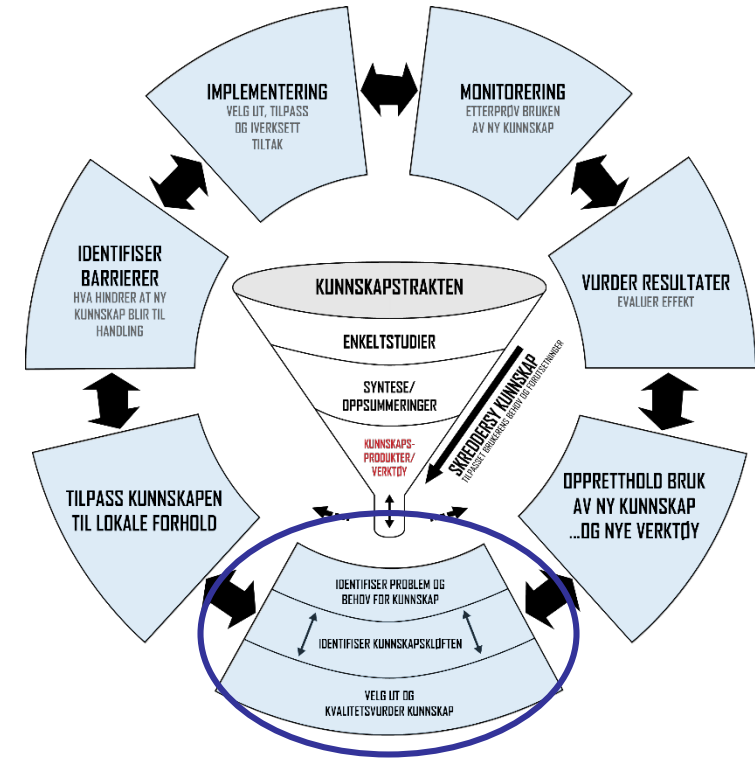
Guidelines, oppsummeringer og enkeltartikler



Identify the Know-do gap

SJEKK PRAKSIS MOT EVIDENS

- *Fraviker det vi gjør beste evidens?*
- *Finnes bedre måter å gjøre det på?*



Adapt knowledge to local context

TILPASS metoden TIL LOKALE FORHOLD

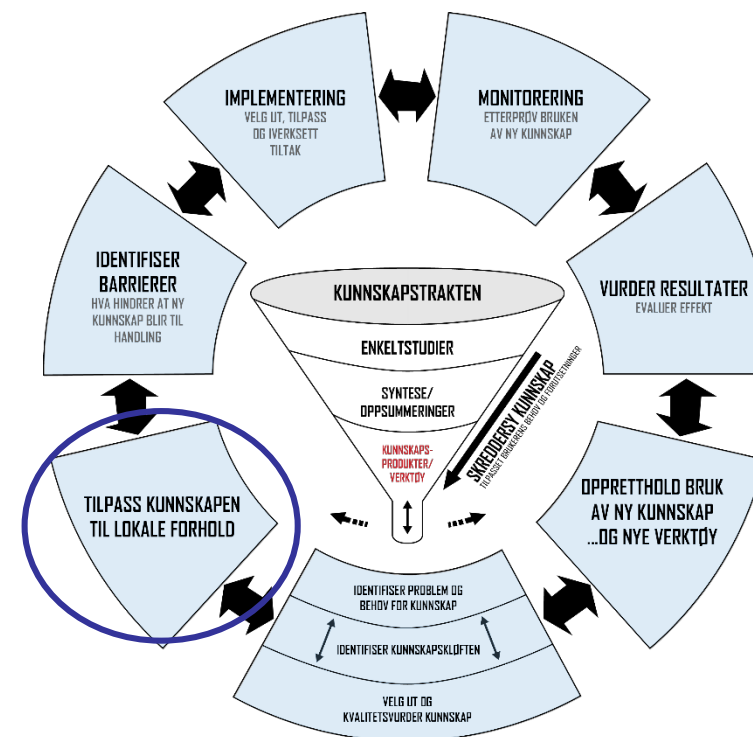
- uten å miste essensen

Eksempel:

Forskning er basert på 4 uker behandling,
Vi har kortere opphold

Tilpasning:

- Må forlenge oppholdene
- eller..
- sikre lokal oppfølging så behandling fortsetter der



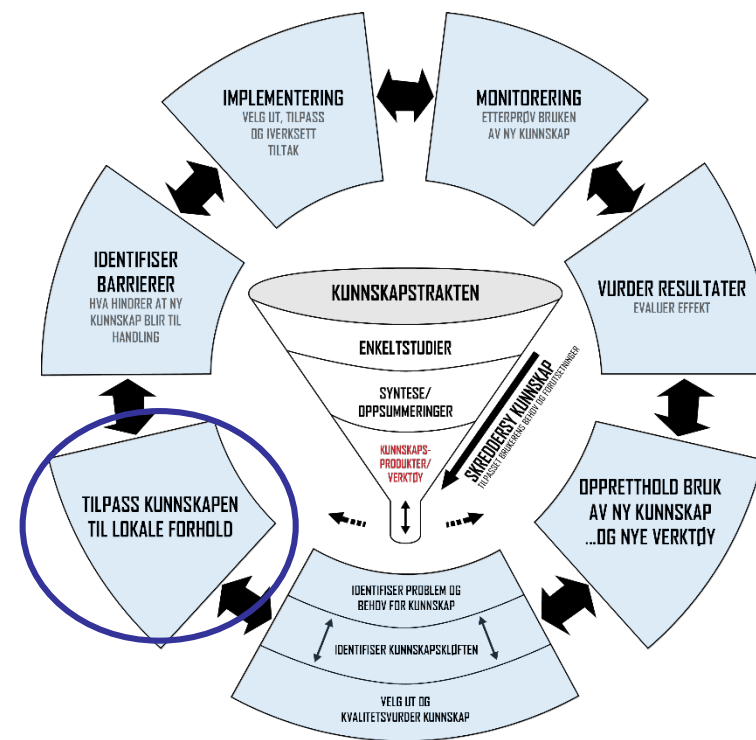
TILPASS metoden TIL LOKALE FORHOLD

Catosenteret:

bygge modul i journalsystemet

Fjerne overskrifter i skjema

Skjønne at “forverring” iblant kan være økt innsikt

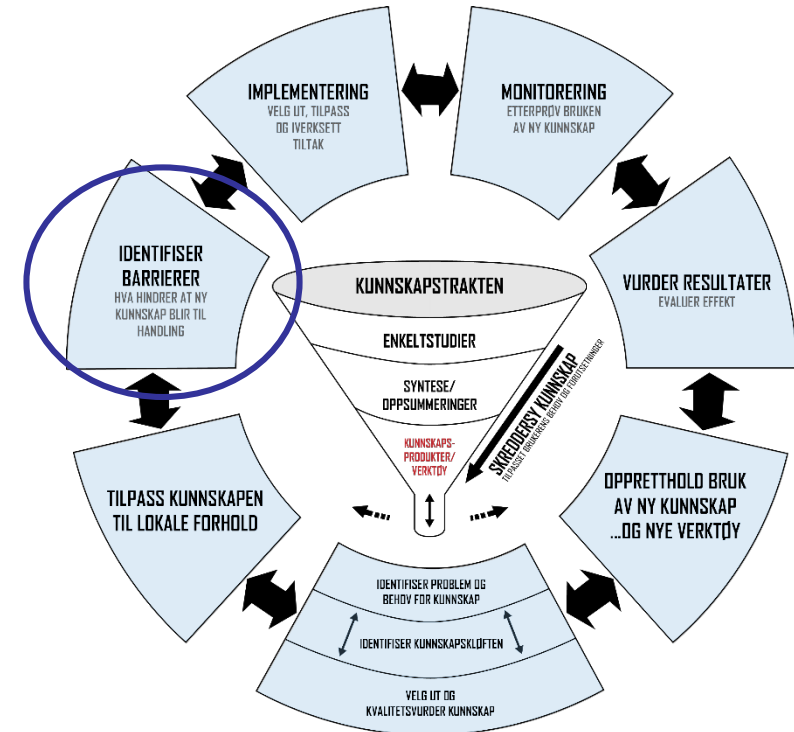


Assess Barriers & facilitators

IDENTIFISER HEMMERE OG FREMMERE

- Evidensbasert skjema for dette*
- Intern spørreundersøkelse
- Snakke oss gjennom internt

PÅ FORHÅND!
(preimplementeringsfasen)



*) Jette DU, Halbert J, Iverson C, Miceli E, Shah P. Use of standardized outcome measures in physical therapist practice: perceptions and applications. Phys Ther. 2009 Feb;89(2):125-35.

+

*) Organizational readiness to implement change:

Shea CM, Jacobs SR, Esserman DA, Bruce K, Weiner BJ. Organizational readiness for implementing change: a psychometric assessment of a new measure. Implement Sci. 2014 Jan 10;9:7.

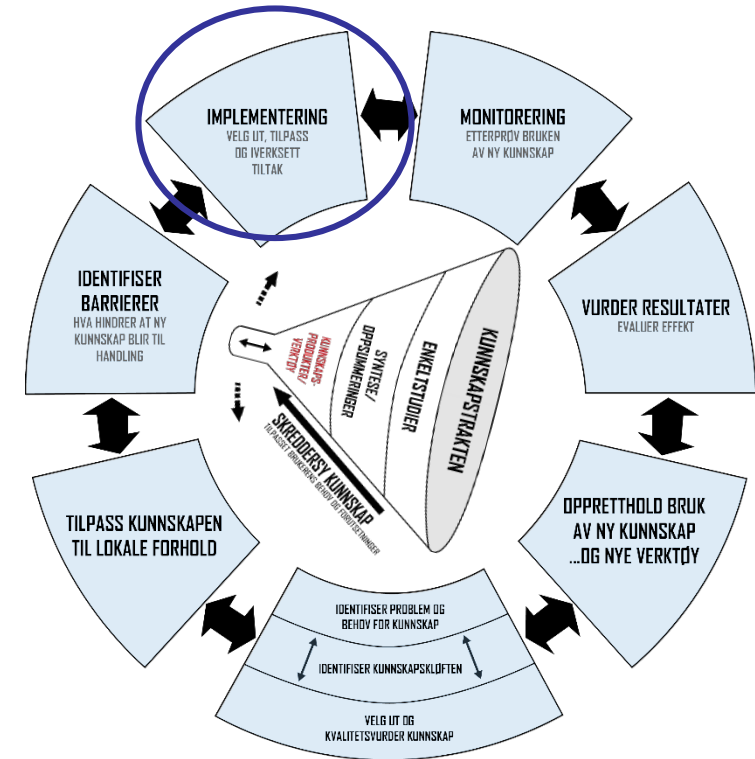
Alt fram til nå:
Pre-implementering

BRUK TID PÅ DEN! VIKTIG FASE

Select, tailor, and implement interventions

VELG, TILPASS OG BRUK IMPLEMENTERINGSMETODER

- Implementation interventions
- Tiltak for å ta tak i hindringer, øke kunnskap, og starte med ny metode
- **OBS! "Interventions" kan bety *behandlingsmetode*, men også *implementeringsgrep***



Lag lokal prosedyre / endre eksisterende

Internundervisning

Reminders

Ekspert hjelp utenfra

Hospiteringsbesøk

eLæring / kurs

SKAP FAGLIG ENTUSIASME, SAMT –GØY – MORO

Tverrfaglig hemmelig - «nisse»partner

- For å mer løssluppet bli kjent med kolleger



FRA- Forsterket rehabilitering



Oslo



PROM-is, Premie for fullført eLæringskurs



Premie for første fullførte registrering i U-modul:



For å implementere PROMIS på CatoSenteret lagde vi en kopi av Freia sin melkesjokolade, hvor vi printet ut kopien og limte på en sjokolade. Sjokoladen ble delt ut til ansatte. Noe som ble en stor suksess, og en morsom måte å gi et nytt system stor oppmerksomhet på.

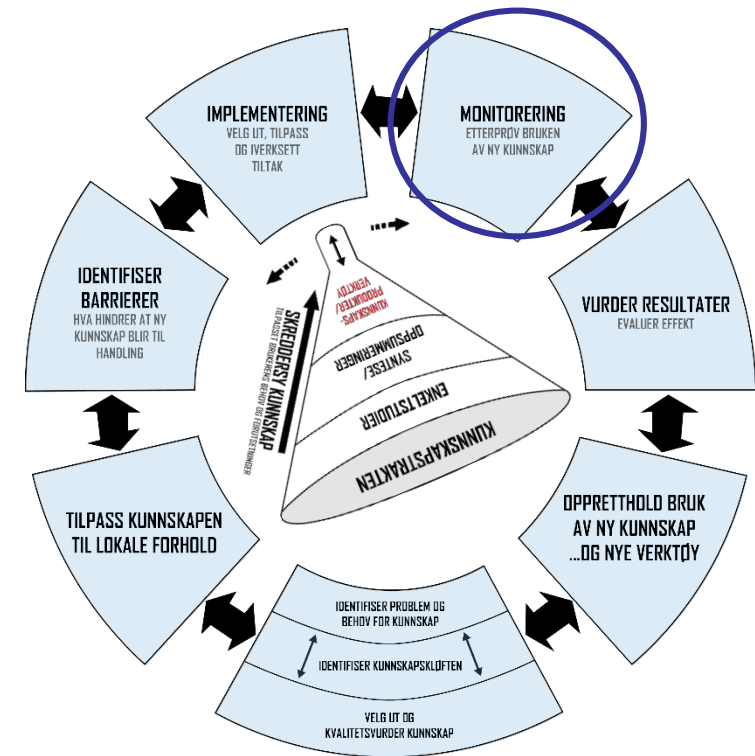
Dessuten egen PROMIS-sang

- og PROMIS-dans

monitor knowledge use

SJEKK HVOR OFTE NY METODE BLIR BRUKT

- Sammenligne ny og gammel metode (usual care)
- Etablere system for registrering (prosedyrekode)

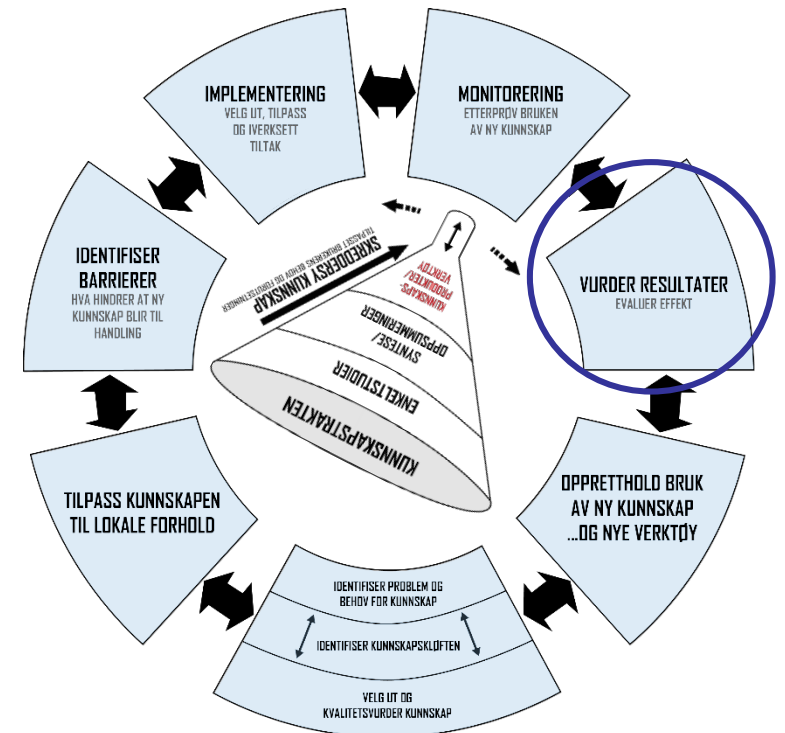


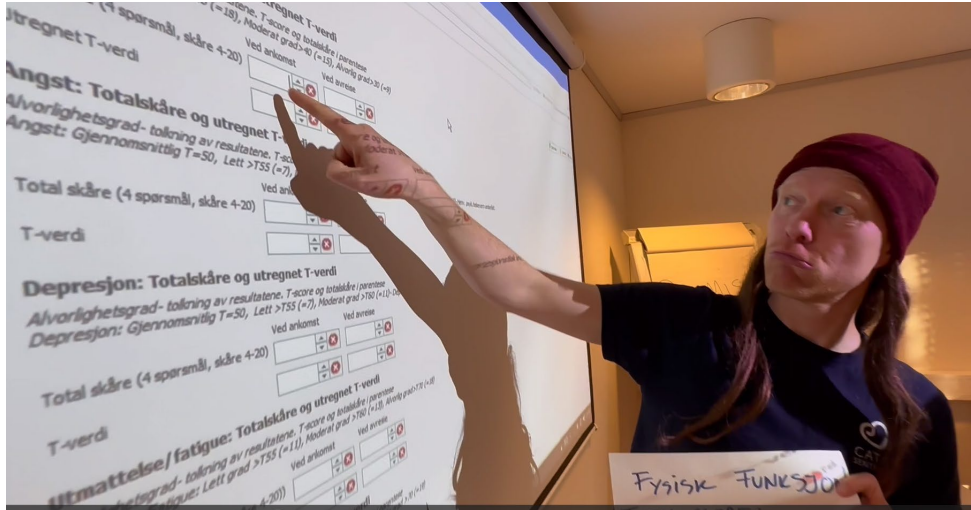
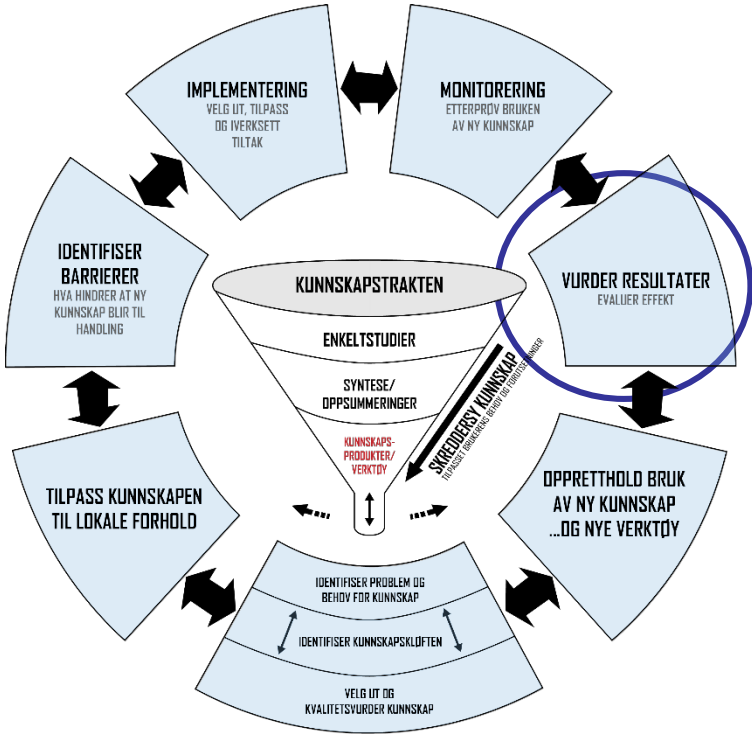
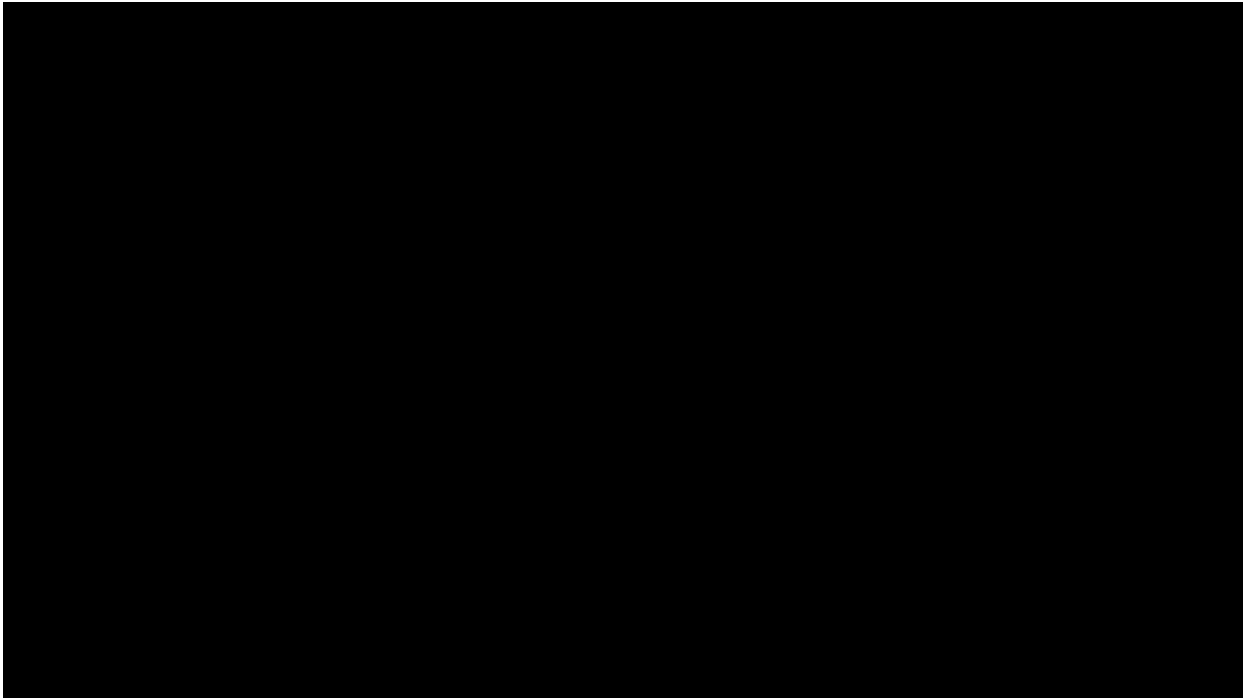
evaluate outcomes

SJEKK OM PASIENTENE FÅR BEDRE UTBYTTE

Forutsetning:

Registrer resultater STRUKTURERT



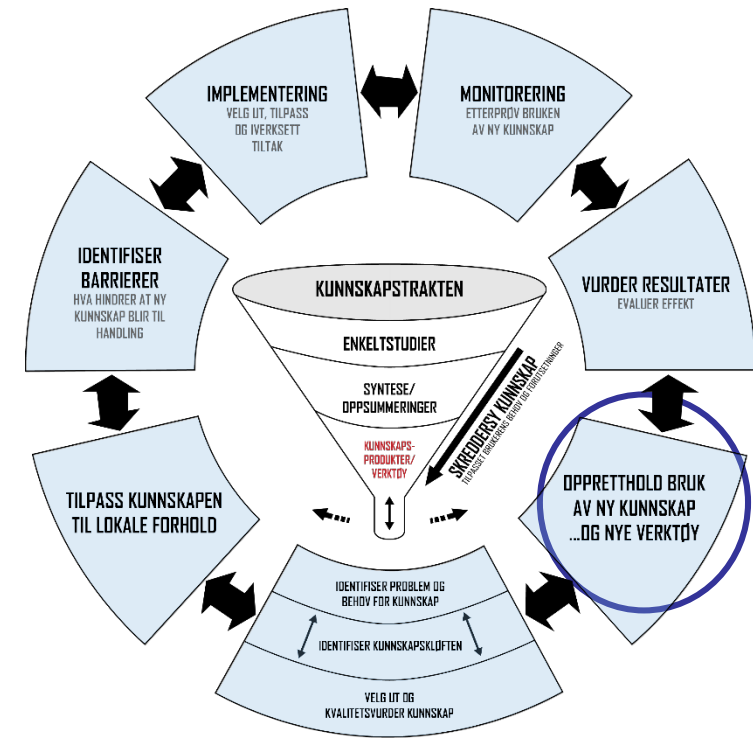


<https://youtu.be/GIDotZtxibA>

sustain knowledge use

OPPRETTTHOLD ENDRINGEN PÅ SIKT

What?!! Nå som vi endelig er ferdig med å implementere?



Til slutt: Kanskje trenger vi ikke rammeverk og modeller?

Men ta både motstand og entusiasme på alvor.

Mål og registrer så mye som mulig underveis.

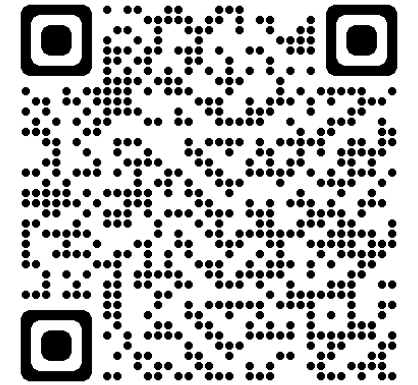
Sjekk evidens og bruk validerte verktøy.

 ...de e itjnå som kjæm tå seg sjøl

ReHSØ Regional rehabiliteringskonferanse
Lillestrøm 17+18 september 2024

Takk for meg!

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