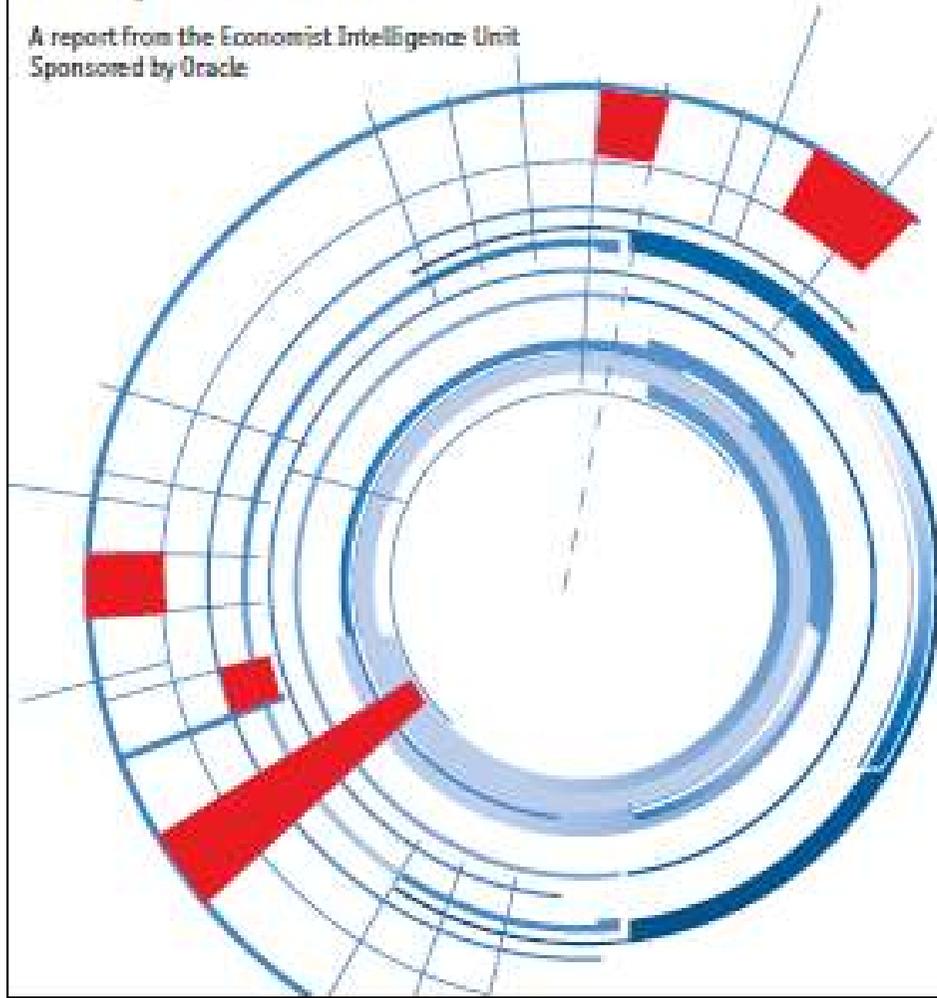# What is embedded implementation research?

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Enabling efficient policy implementation

Reasons cited for implementation failure

What are the biggest barriers to the consistent, successful implementation of significant new policies across your organisation? Select three.
(% respondents)

Poor planning of implementation
46

The complexity of consistent implementation
44

The policy itself was poorly thought out/lack of clear objectives or mandates
34

Lack of accountability
33

Lack of interest from/push back from employees
32

Insufficient funding/resources
29

Lack of interest from senior management
22

Cultural issues
18

Other
6

Don't know
0

In your opinion, which of the following factors are most important to successful policy implementation at your organisation? Select all that apply.
(% respondents)

Clear directive from policymakers or senior management
72

Active involvement of senior management
66

Thorough planning before implementation
57

Establishment of processes
48

Effective communication with customers of constituents
44

Broad consultation with employees
42

Sufficient funding
36

Use of technology
31

Alignment of financial incentives with successful implementation
27
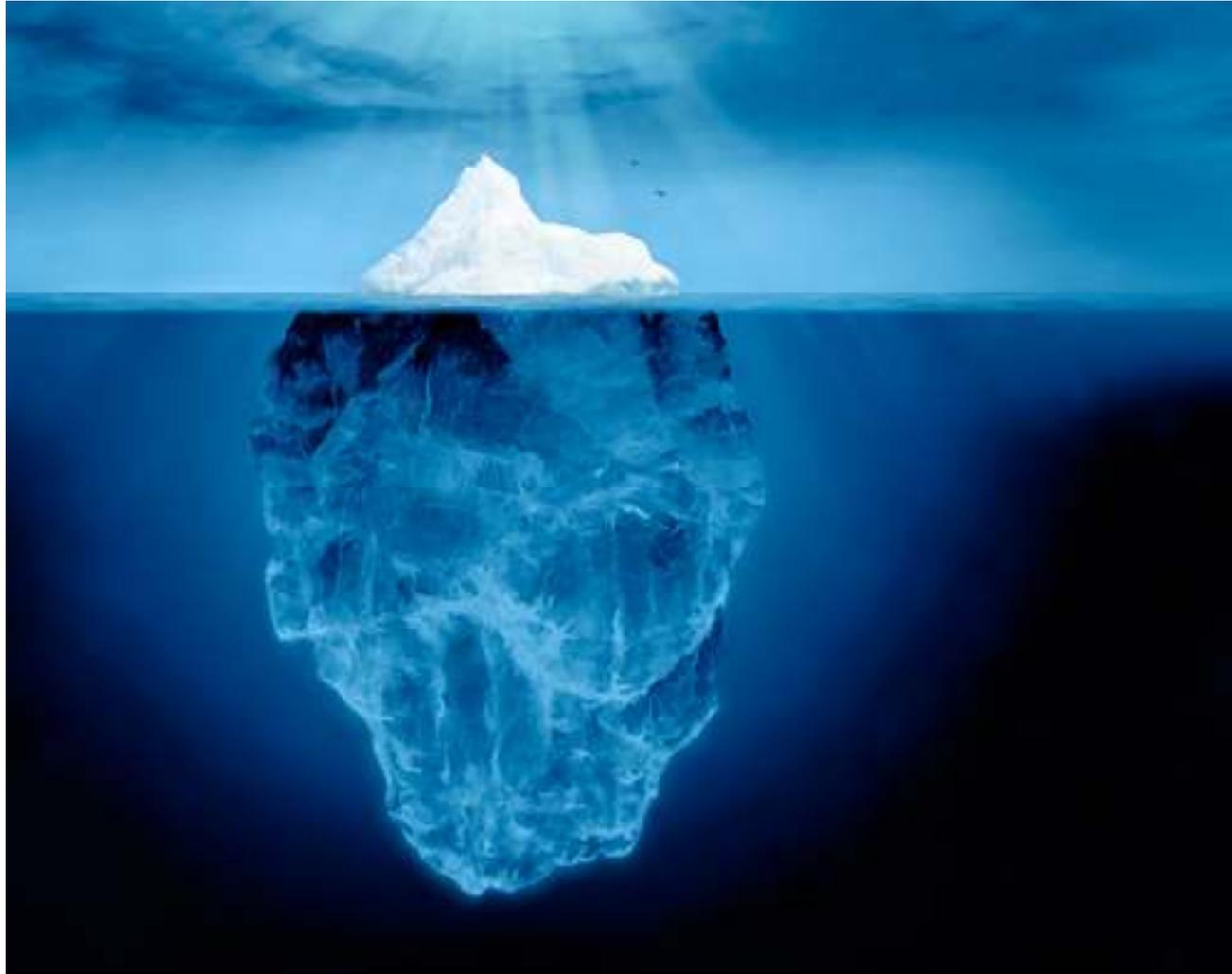
Other
5

Don't know
0

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Definitions of implementation research and delivery science

"The scientific inquiry into questions concerning implementation—the act of carrying an intention into effect, which can be policies, programmes, or individual practices"

"This form of research addresses implementation bottlenecks, identifies optimal approaches for a particular setting, and promotes the uptake of research findings"
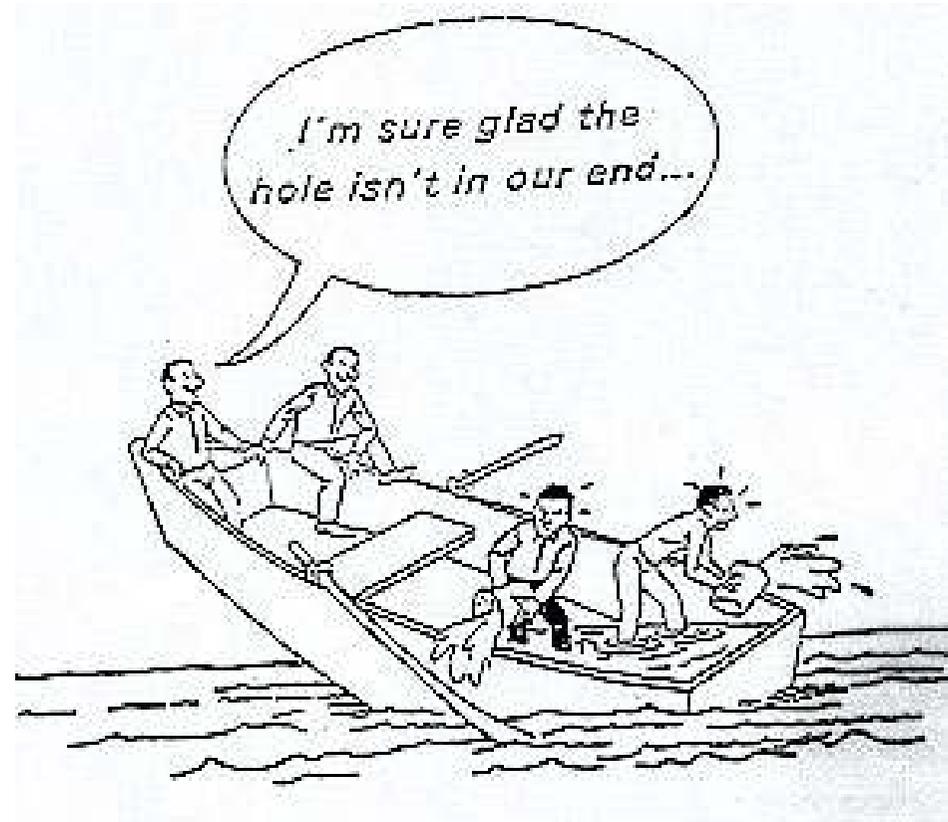
"The creation and application of knowledge to improve the implementation of health policies, programmes, and practices"

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Barriers and systems failures

Systems thinking

- Emphasis on inter-linkages and relationship between internal and external factors (including structures, processes, and people) in a system.

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Defining relevant IRDS

Stage of implementation	Implementation outcomes of interest	Domains of influence (CFIR)
Exploration	Feasibility/ acceptability	Characteristics of intervention
Installation	Feasibility, Adaptability, fidelity	Individuals involved, inner setting
Initial Implementation	Fidelity, Reach	Outer setting, inner setting
Full Implementation	Reach, Uptake, Costs, Sustainability	Implementation processes, individuals involved
Scale Up	Sustainability, costs	Inner & outer setting, processes

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Key characteristics of IRDS

- Relevant and agenda setting – addresses challenges to implementation decisions or processes
- Fit for purpose - range of designs
- Demand driven – needs identified by implementers or consumers
- Multi stakeholder and multi disciplinary
- Real world
- Real time – in time for real time improvements
- Focuses on processes – documents how
- **Cannot do Implementation Research without the Implementers, preferably IR is imbedded in programme and lead by implementers.**

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IRDS is:

- NOT simply the 'translation of knowledge'
- About **change**
- Grounded in **systems**
- **Complex,** addresses multiples levels of influence and inherently **political**
- Important to the expression of **values** and **goals**
- Not a one time event and should be **embedded** in the cycle of implementation

What is embedded implementation research and delivery science?

"the integration of research methods and approaches within existing health programme implementation and policymaking cycles in order to optimize the benefits of implementation research and delivery science"

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Conditions of embedded IRDS

- Positioning of research within the context of an actual health programme

- Meaningful engagement/leadership by practitioner/decision-maker:

- Alignment of research activities with the implementation cycle, and continuity of engagement

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