



GLOBAL IMPLEMENTATION SOCIETY

Promoting the development & integration of effective implementation, improvement, and scaling practices in human service settings to improve outcomes for children, families, individuals, and communities worldwide.

WEBINAR LEARNING GUIDE

How do you manage complex change in COVID 19?

GIS Learning Guides are intended to synthesize and support ongoing learning from each webinar and incorporate implementation practice, science, and policy into your work.

Speaker(s)	<ul style="list-style-type: none"> • Jesse Nodora, Associate Professor, Herbert Wertheim School of Public Health & Human Longevity Science, Director, Community Engagement, Altman Clinical and Translational Research Institute San Diego Cancer Center • Dr. Bindu Patel, Research Fellow/Senior Project Manager, Health Systems Science, The George Institute for Global Health AUSTRALIA
Date Presented	March 11, 2021
Session Objectives	<ol style="list-style-type: none"> 1. Describes the different trajectories and impacts of COVID-19 in the United States and Australia 2. Describes how research and practice was/is adapted based on the pandemic 3. Share the value of implementation science frameworks in planning.
WATCH RECORDING	https://globalimplementation.org/resources/

WEBINAR SUMMARY TAKEAWAYS:

Dr. Jesse Nodora identified general approaches to managing complex change and how this information supported adaptations to his own research and practice. He discussed how his work supporting colorectal screening was informed by implementation science and concluded that using a framework helps to provide a researched approach, organize thinking and actions, and how and why an intervention work as well as share a plan for replicability, sustainability, maintenance. Frameworks identify the value of knowing your context and adapting to as maybe required.

General Approaches for Managing Complex Change



Engagement and Enablement are facilitated by 10 key actions:

1. Frequent communications
2. Put health and safety at the top of the agenda
3. Be realistic about the promise and reality of technology
4. Take employees' personal challenges seriously-and provide true resources
5. Rethink time management and rearrange the workday if needed
6. Hone in on what's critical-and what can wait
7. Acknowledge that employees' experiences may be very different-and ever changing
8. Address rewards and performance metrics
9. Acknowledge and tackle the gap in informal interaction
10. Give people a voice

KornFerry- <https://www.kornferry.com/challenges/coronavirus/change-management>

General Approaches for Managing Complex Change



1. Create an agile go-forward plan that can evolve with changing times.
 - Even when the future is uncertain, **planning can help bring stability**
 - Consider all key stakeholders
2. Define short-term metrics for success. Make them highly transparent and accessible.
 - The first 90 days are key for team (leadership) buy in
 - Celebrate small successes
3. Create different incentives.
 - Reward Maintenance of activity (**productivity**)
4. Seed the development of passionate champions of change.
 - Identify those who continue to function and act during destabilizing times (**champions of change**)
 - Help these champions of change influence others and be more active
5. Create and continuously refine a robust **communications** process.
 - Create intentional communication
 - Focused, frequent, and multi-directional communication

Lin Coughlin, 5 Ways To Better Manage Change During COVID-19, Forbes, May 14, 2020
<https://www.forbes.com/sites/lincoughlin/2020/05/14/5-ways-to-better-manage-change-during-covid-19/?in=22a489546818>



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Dr. Bindu Patel shared how her research was intended to: provide evidence to understand the factors that facilitate the implementation and institutionalisation of multisectoral collaboration as well as barriers to their implementation. The work was to provide guidance on the optimal design and implementation of programs that supported health and wellbeing of Australians. One framework they focused on was the NASSS Framework. Dr. Patel shared how their work was successful given the context, as it was led by data, cross-sectoral approach, there was transparent sharing of information, trust was built in the community, a national council was organized to deal with issues and the plan focused on the health and wellbeing of all Australians.

Non-adoption, abandonment, scale-up, spread, sustainability (NASSS)

The findings were synthesised using the **NASSS** framework

- provided in-depth information on the complex interactions with **Illness (condition), technical aspects, governance, and the human elements (providers/staff, patients, and implementation team)** that drive adoption.

Source:

1. Abimbola S*, Patel B* (joint 1st authors)*, Peiris D, Patel A, Harris M, Usherwood T, Greenhalgh T. The NASSS framework for ex-post theorization of technology-supported change in healthcare: Worked example of the TOPREDO program. *BMC Medicine*. 2019; 17:233.
2. Greenhalgh T, Wherton J, Papoutsis C, Lynch J, Hughes G, A'Court C, Hinder S, Fahy N, Procter R, Shaw S. Beyond Adoption: A new framework for theorizing and Evaluating Nonadoption, Abandonment, and Challenges to the Scale-Up, Spread, and Sustainability of Health and Care Technologies. *Journal of Medical Internet Research*. 2017; 19:11.

Both presenters concluded with statements about the value of knowing your context and having a research implementation science framework to base the work on.

WEBINAR: Managing Change and COVID-19

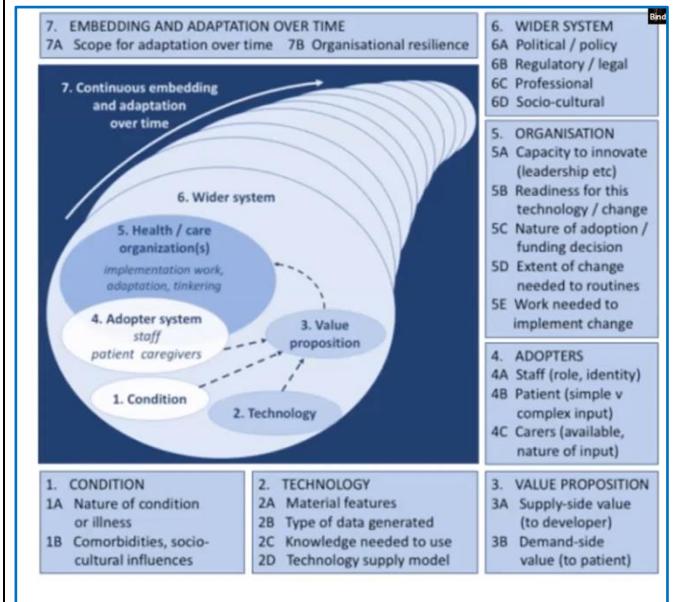
Role of Implementation Science in Managing COVID Impacts

- Implementation Science Frameworks and Tools
 - Assess context (CMIR, PRISM, RE-AIM)

CMIR-Conceptual Model of Implementation Research; Proctor EK, et al., Adm Policy Ment Health. 2009 (PMID: 19104929)

PRISM-Practical Robust Implementation and Sustainability; Model- Feldstein AC, Glasgow RE, Jt Comm J Qual Patient Saf., 2008 (PMID: 18468362)

RE-AIM-Reach, Effectiveness, Adoption, Implementation, and Maintenance; Glasgow RE, et al. Front Public Health., 2019 (PMID: 30984733)





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Competencies for Implementation Facilitators

The competencies checked below were addressed in the webinar

- | | |
|--|---|
| <input checked="" type="checkbox"/> Motivation Facilitating Change | <input checked="" type="checkbox"/> Diagnosis and Data Analysis |
| <input type="checkbox"/> Implementation Team | <input checked="" type="checkbox"/> Building Relations |
| <input checked="" type="checkbox"/> Knowledge Evidence Based Intervention Implementation Methods | |

RESEARCH TO PRACTICE

Engage in personal reflection and/or dialogue with others.

- 1) How can you share learning from the webinar within or external to your work?
- 2) What might you do differently or start doing to listen for and nurture other stories of practice – as well as your own?
- 3) How can sharing stories of practice exemplify implementation science/practice as identified in [GIS](#)?



RESOURCES



[Global Implementation Society Webpage](#)

[GIS 2021 Conference](#)

[Resource Library](#)

[COVID-19 Help](#)

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