

# Hva vet vi om forbedring av praksis – og hvordan kan kunnskapen brukes?

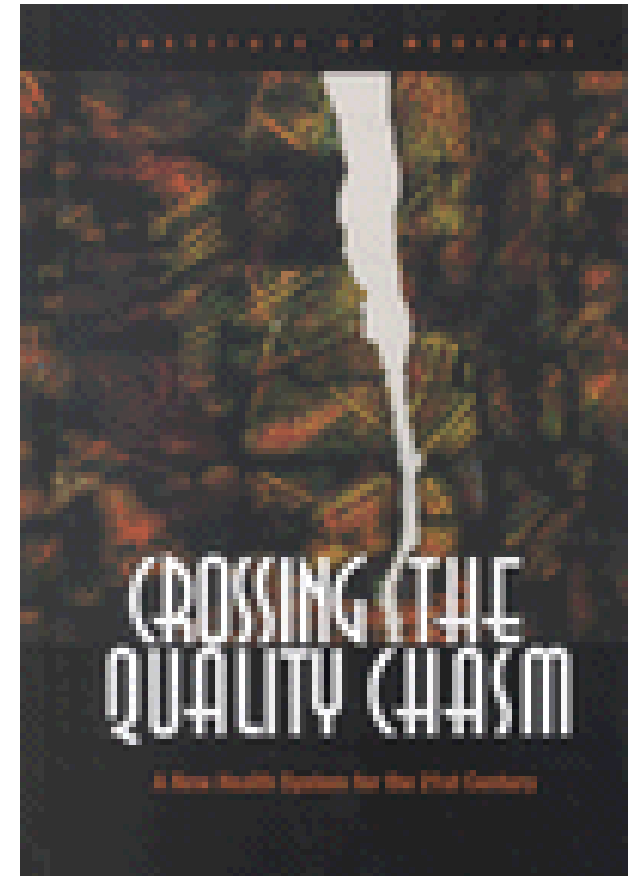
Pasientsikkerhetskonferansen: Stor forbedring i små organisasjoner -  
Hvordan skape entusiasme for endring

Signe Flottorp, 25.11.2022

# Gap mellom det vi gjør og det vi burde gjøre – et undervurdert problem

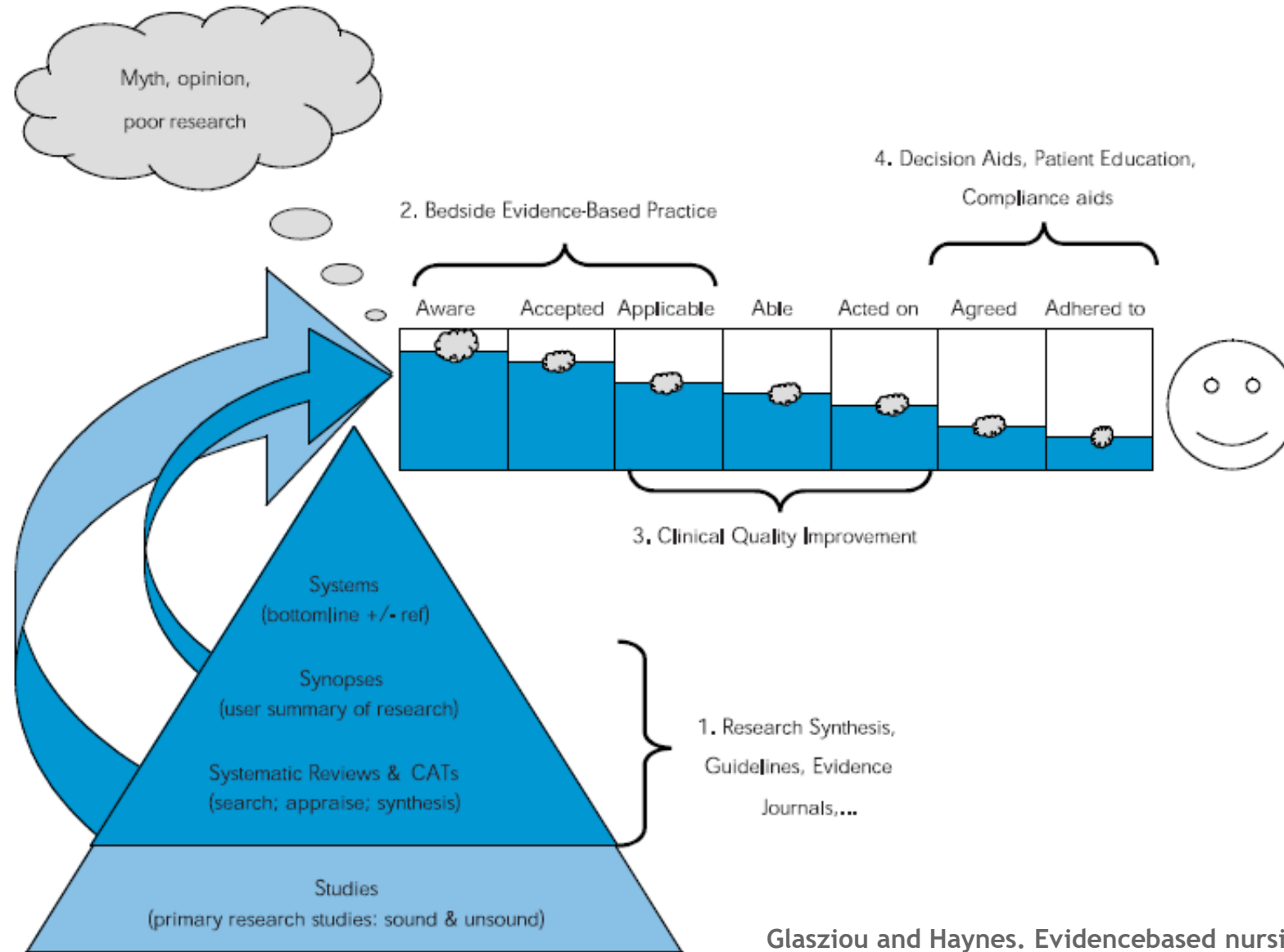
- Studier av etterlevelse av kunnskapsbaserte retningslinjer: 30-50 % brukes ikke i praksis
- Studier av pasientenes etterlevelse: 30-50 % følger ikke spesifikke behandlinger/råd
- Mange “best practices” når det gjelder kvalitet og sikkerhet er ikke tatt i vanlig bruk i helsetjenesten
  - fallforebyggende tiltak

Grol, 2001



Crossing the Quality Chasm:  
A New Health System for the 21st Century.  
IOM, 2001

# Fra forskning til praksis



# Knowledge: the enemy of disease

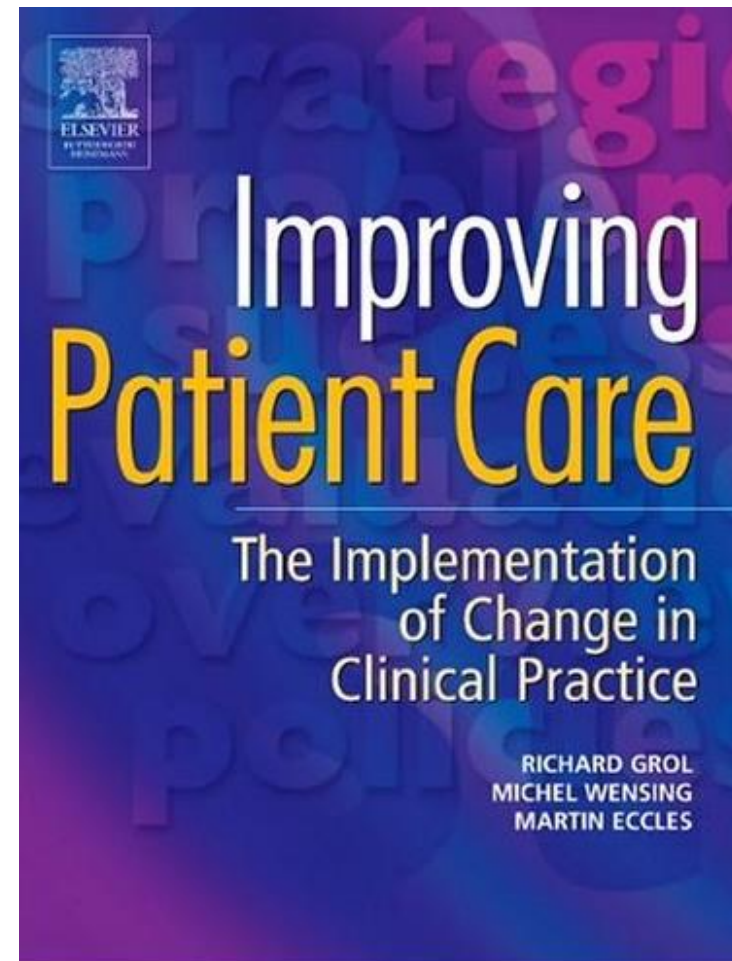
The application of what we know will have a bigger impact than any drug or technology likely to be introduced in the next decade

# Kunnskapen må implementeres

## Implementering – hva er det?

- ..en planlagt prosess og systematisk introduksjon av innovasjoner og/eller forandringer med påvist verdi

R. Grol, 2005. Introduction I: R. Grol, M. Wensing & M. Eccles:  
The implementation of Change in Clinical Practice



# Mange ulike begreper

## Babelsk forvirring?

RESEARCH ARTICLE

Open Access

A cross-sectional study of the number and frequency of terms used to refer to knowledge translation in a body of health literature in 2006: a Tower of Babel?

K Ann McKibbin<sup>1\*</sup>, Cynthia Lokker<sup>1</sup>, Nancy L Wilczynski<sup>1</sup>, Donna Gliska<sup>2,3</sup>, Maureen Dobbins<sup>2,3</sup>, David A Davis<sup>4</sup>, R Brian Haynes<sup>1</sup>, Sharon E Straus<sup>5,6</sup>

applied health research  
capacity building  
co-optation - cooperation - competing  
diffusion\*  
dissemination\*  
getting knowledge into practice  
impact  
Implementation\*  
knowledge communication  
knowledge cycle  
knowledge exchange  
knowledge management  
knowledge translation

knowledge mobilization  
knowledge transfer  
linkage and exchange  
popularization of research,  
research into practice  
research mediation  
research transfer  
research translation  
science communication  
teaching  
“third mission”  
translational research  
transmission  
utilization  
\*cited most frequently

# Hvordan kan vi forbedre kvalitet og pasientsikkerhet?

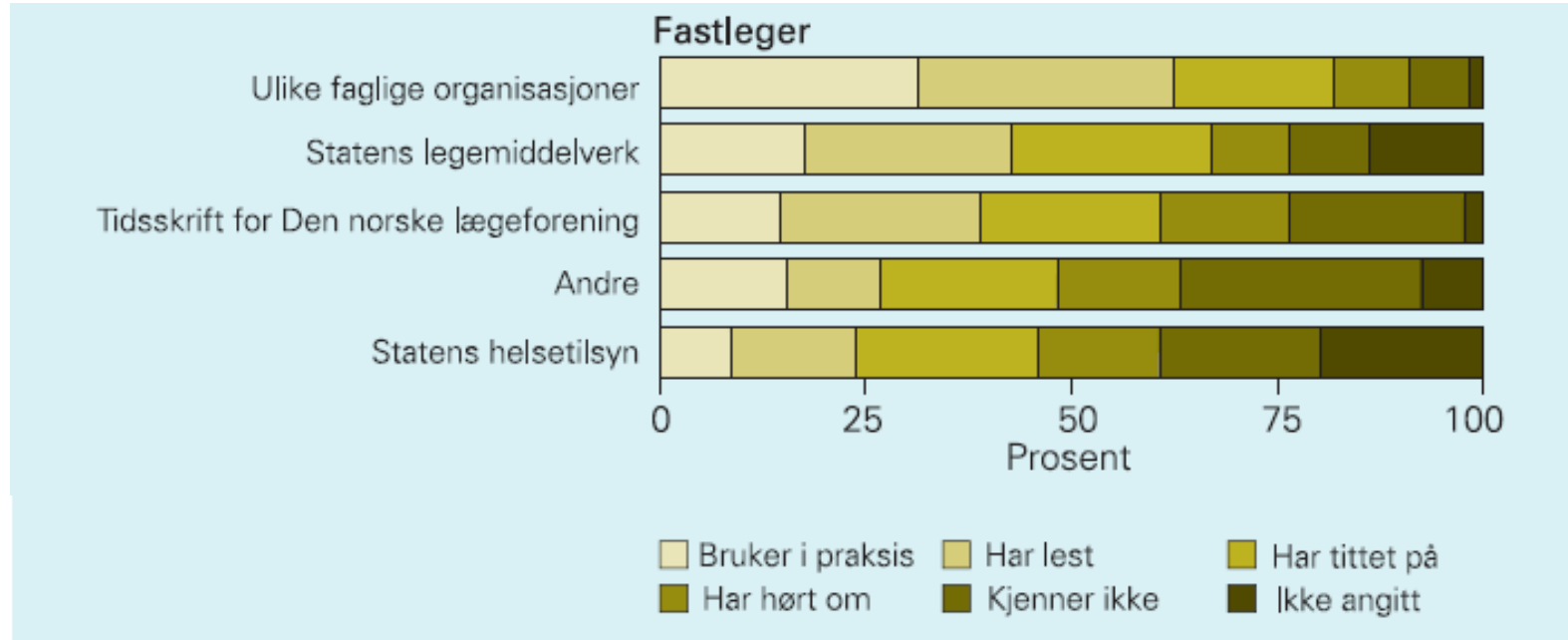
## Hva vi tror på avhenger av hvor vi står:

- *Kliniske profesjoner*: utdanning, opplæring, erfaring og taus kunnskap, interaktive kurs
- *Kliniske forskere*: EBM, retningslinjer, beslutningsstøtte
- *Beslutningstakere, helsemyndigheter*: reguleringer, kontrakter, budsjetter, gjennomsiktighet og dokumentasjon, audit, offentliggjøring av kvalitetsindikatorer
- *Samfunnsvitere*: bedret teamarbeid og samarbeid, modellere eksempler på best praksis, bedret lederskap
- *Ledere*: forandre systemene, skissere nye løsninger for behandlingsprosesser og rutiner, managed care, forandre organisasjonskulturen
- *Pasientrepresentanter*: økte rettigheter og pasientautonomi, pasient empowerment

Basert på Grol, BMJ 1997

Beliefs and evidence in changing clinical practice

# Retningslinjer – blir de brukt?



Treweek et al. Tidsskr Nor Lægeforen 2005



# Mange implementeringsstrategier

- Audit og feedback
- Undervisningsmaterieell
- Undervisning
- Praksisbesøk
- Lokale opinionsledere
- Massemedia
- Pasientmedierte tiltak
- Påminnere
- Beslutningsstøtte (elektronisk)
- Skreddersydde tiltak
- Finansielle insentiver
- Organisatoriske tiltak
- Policy/regulering

# Effekt av tiltak for implementering av retningslinjer

## Oversikt over systematiske oversikter (19 inkludert)

- Flere implementeringstiltak effektive
- Oftest moderat til liten effekt
- Variasjon i effekt mellom studiene
- Vi vet lite hvorfor effekten varierer
- Begrenset dokumentasjon om flere aktuelle strategier, som
  - offentliggjøring av kvalitetsindikatorer
  - kvalitetsforbedringstiltak
  - strategier for å endre organisasjonskultur
  - økonomiske insentiver
  - nettbasert læring
  - tverrfaglige undervisningsopplegg
  - distribusjon av skriftlig materiell

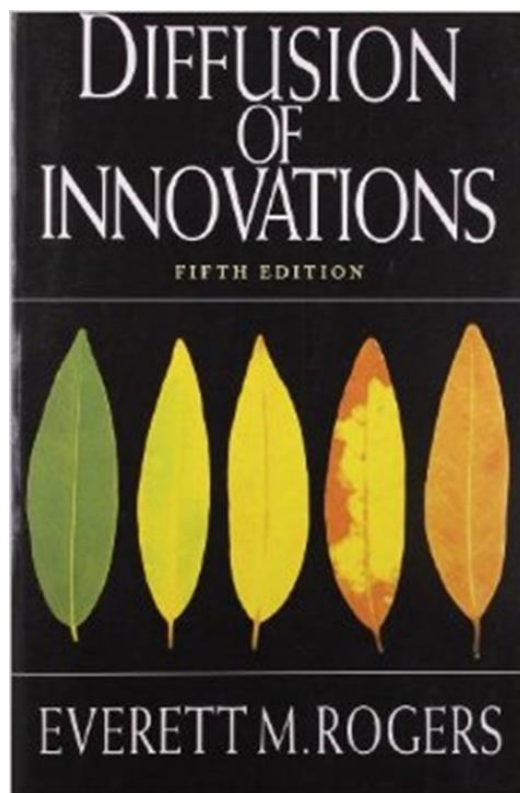


# Noen effektive implementeringstiltak

	Improved adherence Median (interquartile range)	Certainty of the evidence
<i>Continuing education meetings and workshops</i>	6% (1,8% - 15,9%)	⊕⊕⊕○ Moderate
<i>On-screen, point of care computer reminders</i>	4,2% (0,8% - 18,8%)	⊕⊕○○ Low
<i>Educational outreach visits - prescribing</i>	4,8% (3,0% - 6,5%)	⊕⊕⊕⊕ High
<i>- other tasks</i>	6,0% (3,6% - 16,0%)	⊕⊕⊕○ Moderate
<i>Audit and feedback</i>	4,3% (0,5% - 16,0 %)	⊕⊕⊕○ Moderate
<i>Local opinion leaders</i>	12% (6 % - 14,5 %)	⊕⊕⊕○ Moderate
<i>Tailored interventions</i>	OR 1,52 (95% CI 1,27 - 1,82) ~ 10% change at 50% baseline adherence	⊕⊕⊕○ Moderate

# Økt interesse for implementeringsforskning

– men ikke helt nytt



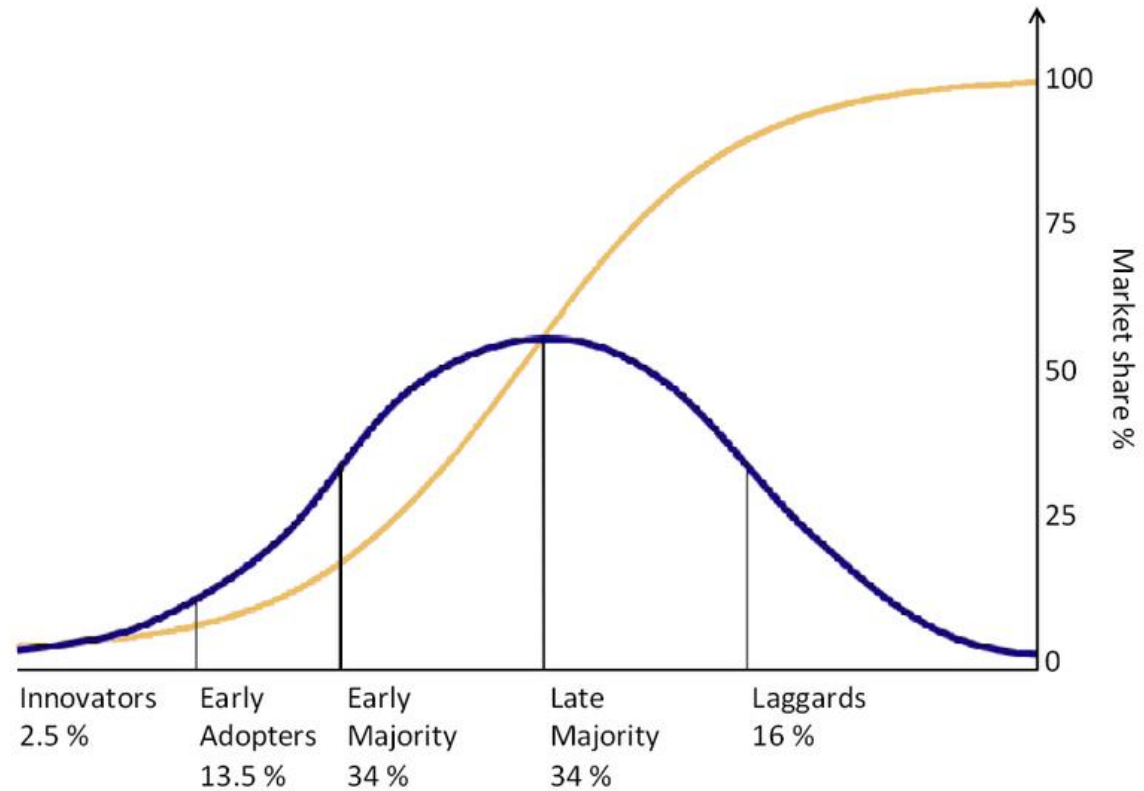
## Diffusion of innovations

- 1. utgave 1962, 5. utgave 2003
- 4000 studier innen en rekke områder, bl.a. antropologi, sosiologi, landbruk, undervisning, folkehelse, medisinsk sosiologi, kommunikasjon, økonomi, markedsføring, administrasjon, ledelse
- Rogers: Fagfeltet har røtter i europeisk sosialvitenskap fra omkring 1900
- Studie av spredning av en hybrid type maiskorn i Iowa 1943 (Ryan and Gross) epokegjørende

# The diffusion of innovations (Rogers)

## Stadier

- Kunnskap
- Overtalelse
- Beslutning
- Implementering
- Bekreftelse



# Diffusjon og disseminering

- Diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system.

Rogers EM. Diffusion of Innovations New York: Free Press; 1995.

- Diffusjon – passivt -  
”let it happen”

- Dissemination is actively spreading a message to defined target groups.

Mowatt et al.

International Journal of Technology Assessment in Health Care 1998

Disseminering – aktivt – ”make it happen”

# Forskning om public policy implementation

- Første studier tidlig på 1930 tallet - om internasjonal politikk
- Seinere avhandlinger innen utdanning
- Så en serie studier om problemer ved gjennomføring av samfunnsreformer i USA

*The Policy Studies Journal, Vol. 33, No. 4, 2005*

## Facts and Myths about Research on Public Policy Implementation: Out-of-Fashion, Allegedly Dead, But Still Very Much Alive and Relevant

Harald Saetren

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*Despite several decades of research on public policy implementation we know surprisingly little, not only about cumulative research results, but also about several other key aspects of this research field. This article tries to amend these deficiencies by presenting the results of a comprehensive literature survey. Its main purpose is to challenge, revise, and supplement some conventional wisdom about implementation research. A second motivation is to lay the foundation for and initiate a much needed synthesis of empirical research results. The main results are: The overall volume of publications on policy implementation has not stagnated or declined dramatically since the mid 1980s as is commonly asserted. On the contrary, it has continued to grow exponentially through the 1990s and into the twenty-first century. Even more surprising is that a large number of publications are located outside the core fields. Hence, the literature is substantially larger and more multidisciplinary than most commentators realize. Doctoral dissertations are the most ignored, but probably the richest, largest, and best source of empirical research results. Tracing the origin as well as the location of the disciplinary and geographical cradle of implementation studies must also be readjusted significantly. The ethnocentric bias of this research field toward the Western hemisphere has been, and still is, strong and some policy sectors are given much more attention than others. Although positive in many ways, the predominant multidisciplinary character of implementation research still poses some serious problems with respect to theory development. Thus, I discuss whether a resurgence of interest in policy implementation among policy scholars may already be occurring. Finally, I suggest that the time is long overdue for efforts to synthesize research results in a more rigorous scientific manner than has hitherto been done.*

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**KEY WORDS:** public policy implementation, bibliometric survey, origin, size, development, disciplinary structure, relevance, research agenda



*Third Edition, Expanded*

# IMPLEMENTATION

*Jeffrey L. Pressman & Aaron Wildavsky*



How Great Expectations in Washington  
Are Dashed in Oakland; Or,  
Why It's Amazing that  
Federal Programs Work at All,  
This Being a Saga of the  
Economic Development Administration  
as Told by Two Sympathetic Observers  
Who Seek to Build Morals on a  
Foundation of Ruined Hopes

*The Oakland Project*

1. utgave1973



# Mange rammeverk og modeller

(Altfor mange), men noe er felles

- Intervensjonsstrategier og -teknikker (aktive bestanddeler)
- Hvordan de fungerer (kausale virkningsmåter)
- Hvordan de leveres (mode of delivery)
- Hva de forsøker å oppnå (ønsket mål)



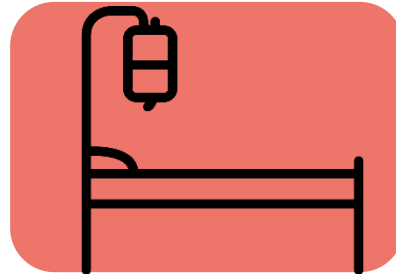
# En sjekklister for å identifisere determinanter for praksis



Guideline factors



Individual health professional factors



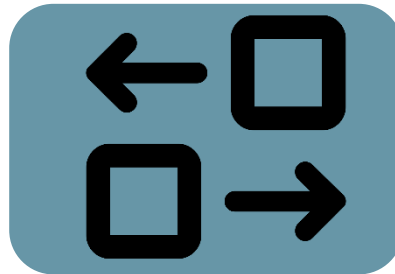
Patient factors



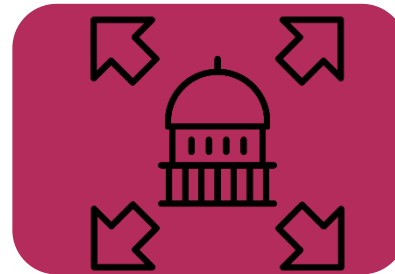
Professional interactions



Incentives and resources



Capacity for organizational change



Social, political and legal factors

# Skreddersydde implementeringstiltak

1

- Identifisere determinanter for praksis (faktorer som kan hemme eller fremme ønsket endring i praksis)

2

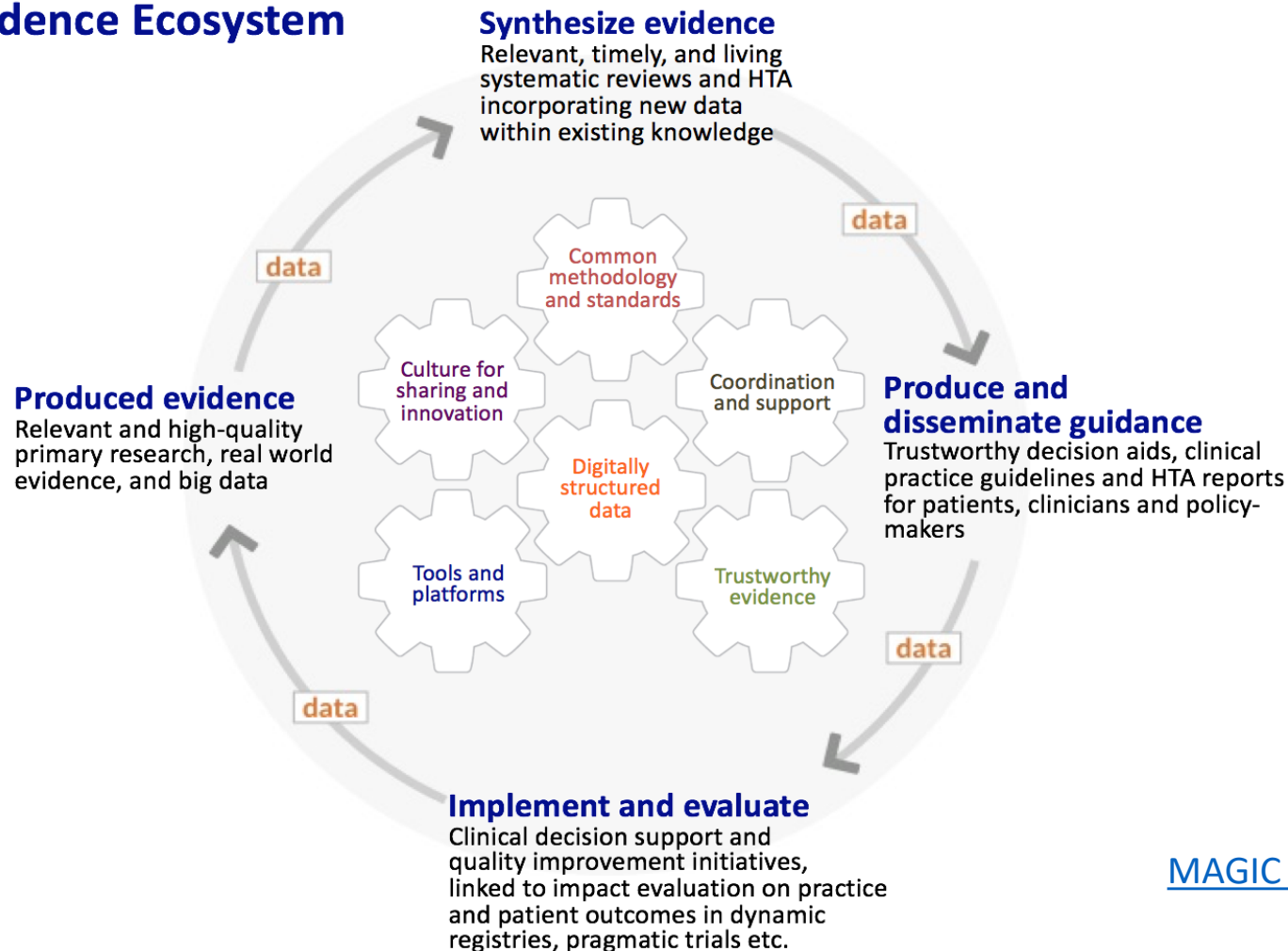
- Utvikle implementeringstiltak som tar hensyn til faktorene som kan påvirke mulighet for endring

3

- Iverksette og evaluere skreddersydde implementeringstiltak

# Vi må bygge ned siloer for å øke verdien og bedre kvaliteten både i praksis og i forskning

## Trustworthy, efficient and integrated Evidence Ecosystem



Takk for oppmerksomheten  
[signe.flottorp@fhi.no](mailto:signe.flottorp@fhi.no)