Development of a Framework for Organizational Theory for Implementation Science (OTIS)

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OBJECTIVE

To identify mechanisms and constructs from organizational theories that are relevant to implementation science.

POTENTIAL OTIS CONSTRUCTS BY DOMAIN

Contingencies

- Complexity
- Uncertainty
- Interdependence

Institutional pressures

- Norms
- Legitimacy
- Isomorphism
- Coupling
- Efficiency
- Liability

Resources

- Capital
- Knowledge
- Equipment
- Labor

Networks

- Ties
- Structures
- Density

Learning

- Problems
- Memory
- Skills
- Information

Complexity

- Adaptation
- Resilience
- Connectivity
- Emergence
- Thresholds

Transaction costs

- Asset specificity
- Transaction frequency, uncertainty

Populations

- Variation
- Selection
- Retention

METHODS AND DATA SOURCES

Aim 1
- **Identify organizational theories that are relevant to implementation.**
  - Survey scholars with expertise in organization and implementation science.*

Aim 2
- **Abstract constructs from organizational theories.**
  - Senior organization/implementation science researcher + doctoral student pairs collaborate.

Aim 3
- **Consolidate constructs and classify them into theoretical domains.**
  - Use the Concept Systems Global MAX© web platform to sort constructs, rate relevance.*

12 ORGANIZATION THEORIES/PERSPECTIVES IDENTIFIED TO DATE

- Contingency Theory
- Resource Dependence Theory
- Transaction Cost Economics
- Organizational Learning
- Population Ecology
- Institutional Theory
- Network Perspective
- Strategic Management Perspective
- Complexity Theory
- Behavioral Theory
- Socio-technical Systems Theory
- Resource-based View of the Firm

⭐ IMPLICATIONS FOR IMPLEMENTATION SCIENCE: OTIS WILL…

- Facilitate use **organizational theories to develop and test implementation strategies**.
- Enhance understanding of **organizational mechanisms that drive implementation**.
- Increase **knowledge and access to organization theory** among implementation scientists.
- Uncover the mechanisms underlying in the **outer settings** domain of **consolidated framework for implementation research (CFIR)**.

REFERENCES

Birken et al. Organizational theory for dissemination and implementation research. *Implementation Science.* 2017. doi: 10.1186/s13012-017-0592-x

*See survey and example concept mapping results.

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