

Increasing Access to Organization Theories for use in Implementation Science

Sarah A. Birken, PhD

Jennifer Leeman, DrPH, MDIV; Linda Ko, PhD; CPRN Members

Background

Organization theories (OTs) are highly relevant, but largely untapped in implementation science

Most implementation research relies on individual-level constructs and frameworks

We developed standardized forms to describe OTs most relevant to implementation science

Organization theories

- **Theories** explain *how* or *why* constructs relate to each other.
- **Organizations** are social units comprised of individuals with a common objective. Unit of conceptualization is the organization or a 'field' of organizations.
- **Organization theories** explain...
 - Why organizations come to exist
 - Why organizations die
 - Why some organizations perform better than others
 - How organizations operate
 - Why organizations are so similar
 - And more...

Methods

Surveyed 18 scholars at the intersection of organization and implementation science

They identified OTs and related texts relevant to implementation science

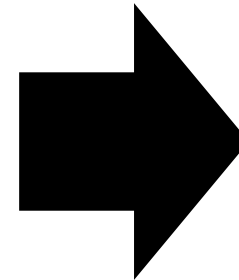
Two investigators abstracted constructs, propositions, described potential relevance

Investigators reconciled discrepancies to reach consensus

Third investigator reviewed for accuracy and completeness

OTs identified

Complexity	Contingency	Institutional
Network	Organizational Learning	Population Ecology
Resource Dependency	Sociotechnical	Transaction Cost Economics



70 constructs
65 propositions

Final Product 9 Abstraction Forms



Complexity Theory

Overview
Complexity science focuses on understanding how change occurs in complex adaptive systems (i.e., systems that are made up of many interdependent, heterogeneous parts that interact in a nonlinear fashion). The system may be conceptualized as a unit within an organization, the organization, and/or the wider inter-organizational system of which the organization is a part.

Example Application to Implementation Science
Braithwaite, J., Churruarín, K., Long, J. C., Ellis, L. A., & Herkes, J. (2018). When complexity science meets implementation science: a theoretical and empirical analysis of systems change. *BMC medicine*, 16(1), 63.

Colón-Emeric, C. S., Corazzini, K., McConnell, E. S., Pan, W., Toles, M., Hall, R., . . . Anderson, A. L. (2017). Effect of promoting high-quality staff interactions on fall prevention in nursing homes: a cluster-randomized trial. *JAMA internal medicine*, 177(11), 1634-1641.

Construct	Definition
Self-organization	A process whereby local interactions give rise to patterns of organization
Uncertainty	The unpredictability of a system's behavior and its effects
Interdependence	The relationships, connections, and interactions among the parts of a complex system



Sociotechnical Theory

Overview
Social, technical, and organizational subsystems are interrelated parts of one system. Dynamics and mutual influences exist among the three subsystems, giving rise to the system.

Example Application to Implementation Science
McDonald, K. M., Su, G., Lisler, S., Fatterson, E. S., & Sarkar, U. (2017). Implementation science for ambulatory care safety: a novel method to develop context-sensitive interventions to reduce quality gaps in monitoring high-risk patients. *Implementation Science*, 12(1), 79.

Westbrook, J. I., Braithwaite, J., Georgiou, A., Amlt, A., Creswick, N., Colera, E., & Iedema, R. (2007). Multimethod evaluation of information and communication technologies in health in the context of wicked problems and sociotechnical theory. *Journal of the American Medical Informatics Association*, 14(6), 746-755.

Construct	Definition
External subsystems	Outside forces and influences on an organization (e.g., stakeholders; regulations)
Social subsystems	Attributes of people (i.e., skills, attitudes, concerns, expectation, and values); relationships among people; reward systems; and authority structure
Technical subsystems	Technologies, techniques, tasks performance, methods and work setting; features include data cleansing and migration, features and functionalities of application, adaptability and flexibility or new system, system benefits, usability, stability
Organizational subsystems	Infrastructure, leadership and management, resources, teamwork and communication, organizational readiness for change, organizational context



Resource Dependency Theory

Overview
Organizations become more powerful when they can balance the benefits of acquiring necessary resources from external organizations against the dependence that comes with having to acquire resources from external organizations.

Example Application to Implementation Science
Lengnick-Hall, R., Willging, C., Hurlburt, M., Fenwick, K., & Aarons, G. A. (2020). Contracting as a bridging factor linking outer and inner contexts during EBP implementation and sustainment: a prospective study across multiple US public sector service systems. *Implementation Science*, 15(1), 1-16.

Zinn, J. S., Weech, R. J., & Brannon, D. (1998). Resource dependence and institutional elements in nursing home TQM adoption. *Health Services Research*, 33(2 Pt 1), 261.

Construct	Definition
Mutificance	The availability and accessibility of resources necessary for an organization's development and survival within the external environment
Dynamism	The rate of environmental change or innovation in the external environment
Competition	The number and diversity of stakeholders (competitors, suppliers, and buyers) that an organization needs to consider in formulating strategies (Teagar et al., 2015); perceptions that another organization in the field poses a threat
Power	Dominance in a relationship; the obverse of dependence
Dependence	The extent that an organization relies on another organization to obtain resources



Contingency Theory

Overview
"To be most effective, organizational structures should be appropriate to the work performed and/or to the environmental conditions facing the organization." (Schoonhoven, 1981) In other words, the optimal way of structuring work will be contingent on characteristics of both the work being performed (i.e., the task) and the environment where the work is performed (i.e., task environment).

Example Application to Implementation Science
Leeman, J., Baquero, B., Bender, M., Choy-Brown, M., Ko, L. K., Nilsen, P., . . . Birken, S. A. (2019). Advancing the use of organization theory in implementation science. *Preventive medicine*, 129, 105832.

Construct	Definition
Task	The work that is performed
Task environment	The context where work is performed (both the organizational setting and its wider, socio-political-economic context)
Uncertainty in the task or task environment	The gap between the amount of information that is needed and the amount of information that is available to achieve a given level of performance on a task Factors that may contribute to uncertainty include: • Rate of technical change (how rapidly is the technology required to complete



Organizational Learning

Overview
Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience.

Example Application to Implementation Science
Berta, W., Cranley, L., Dearing, J. W., Doherty, E. J., Squires, J. E., & Estabrooks, C. A. (2015). Why (we think) facilitation works: insights from organizational learning theory. *Implementation Science*, 10(1), 1-13.

Tucker, A. L., Nembhard, I. M., & Edmondson, A. C. (2007). Implementing new practices: An empirical study of organizational learning in hospital intensive care units. *Management science*, 53(6), 894-907.

Construct	Definition
Explicit knowledge	Facts and information that can be codified (e.g., in policies and procedures)
Tacit knowledge	Facts, information, and skills that are difficult to codify
Learning process	An interaction of experience (history) and context that produces knowledge
Learning subprocesses	A series of actions associated with the learning process, including: 1. Knowledge creation: knowledge acquired from direct experience of unit (e.g., trial and error experimentation) 2. Knowledge transfer: knowledge transmitted through socialization, education, imitation, professionalization, personnel movement, mergers, acquisitions (Levit & March) 3. Knowledge retention: knowledge that is embedded in active context (e.g., written policies; job roles) 4. Knowledge search: seeking solutions (in the form of information) for organizational problems
Dominance of	The aspect to which an organization is most likely to be successful in relation to



Transaction Cost Economics

Overview
Organizations incur costs as a result of planning, implementing, and enforcing transactions with other organizations. Organizations strive for greater efficiency by implementing governance structures that will minimize transaction costs.

Example Application to Implementation Science
Leeman, J., & Mark, B. (2006). The chronic care model versus disease management programs: a transaction cost analysis approach. *Health care management review*, 31(1), 18-25.

Stiles, R. A., Mick, S. S., & Wise, C. G. (2001). The logic of transaction cost economics in health care organization theory. *Health care management review*, 26(2), 85-92.

Zinn, J. S., Mor, V., Intrator, O., Feng, Z., Angelelli, J., & Davis, J. A. (2003). The impact of the prospective payment system for skilled nursing facilities on therapy service provision: a transaction cost approach. *Health Services Research*, 38(5 Pt 1), 1467-1486.

Construct	Definition
Asset specificity (of transactions)	The degree to which transacting parties have invested transaction-specific human, physical, or other forms of capital specific to the transaction (e.g., additional training, equipment, and staff)
Uncertainty	The extent to which changes to the wider environment may influence transactions and the future actions of transacting parties are unknown
Frequency (of transactions)	How often a transaction occurs
Transaction Costs	The outlay required for contract negotiations, monitoring adherence to contractual terms, providing financial incentives or penalties, and losses resulting from supplier noncompliance
Governance Structure	A mechanism of arrangements to administer a desired conduct or conduct



Network Perspective

Overview
Network perspectives elucidate the social relations between actors (e.g., organizations; individuals within organizations) and how the nature and structure of those relations contribute to the actors' performance and behavior. Network perspectives explain how and why information and resources flow, and are shared, amongst a population of actors through their connections.

Example Application to Implementation Science
Burmaoglu, S., Saritas, O., Kodak, L. B., & Berber, I. C. (2017). Evolution of connected health: a network perspective. *Scientometrics*, 112(3), 1419-1438.

Mikhailova, O. (2018). Adoption and implementation of new technologies in hospitals: a network perspective. *IMP Journal*.

Construct	Definition
Social network	A set of actors (e.g., individuals, organizations) connected by one or more social ties (e.g., advice ties, friendship ties)
Direct ties	Connections in which a single tie spans two actors
Indirect ties	Connections where ties exist between actors but only through other actors
Patterns of relations	Patterns of ties that yield a particular network structure (e.g., structural holes)
Strength	Amount of time, emotional intensity, intimacy (mutual confiding) and reciprocity of the tie



Institutional Theory

Overview
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.

Application to Implementation Science
Jensen, T. B., Kjergaard, A., & Svevig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. *Journal of Information Technology*, 24(4), 343-353.

Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? - a comparison of implementation science and policy implementation research. *Implementation Science*, 8(1), 63.

Novotná, G., Dobbins, M., & Henderson, I. (2012). Institutionalization of evidence-informed practices in healthcare settings. *Implementation Science*, 7(1), 112.

Constructs	Definition
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within



Population Ecology

Overview
Population ecology aims to understand why there are so many kinds of organizations and how organizational populations form, become different, and remain different in time (Baum, 1997). Population ecology focuses on the demographic (e.g., age, size), ecological (e.g., niche-width theory, population density), and environmental (e.g., social, economic, political, and technological) processes posited to influence the survival of organizations in a field.

Example Application to Implementation Science
Hovmand, P. S., & Gillespie, D. F. (2010). Implementation of evidence-based practice and organizational performance. *The Journal of behavioral health services & research*, 37(1), 79-94.

Vest, J. R., & Menachemi, N. (2019). A population ecology perspective on the functioning and future of health information organizations. *Health care management review*, 44(4), 344-355.

Construct	Definition
Competition	A process by which (1) demand for resources exceeds supply; (2) competitors become more similar as standard conditions of competition produce a uniform response; (3) selection eliminates the weakest competitors; and (4) deposited competitors differentiate either territorially or functionally, yielding a more complex division of labor (Hannan & Freeman, 2002)
Niche/niche width	(The size of) An area in a constraint space in which a population can survive and reproduce itself
Institutional linkages	Relationships created between organization(s) for a cause
Spatial variation	Different values of organizational characteristics across locations
Technological variation	A range of processes that involve technology (i.e., the means, methods, and

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svejvig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.jstor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svejvig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.jstor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svejvig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.jstor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svejvig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.jstor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svejvig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.jstor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Svevig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.istor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Sveivig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.istor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Abstraction Form

Overview	
Institutional theory answers the question: Why do organizations tend to look so similar (i.e., exhibit isomorphism)? The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in the field.	
Application to Implementation Science	
Jensen, T. B., Kjærgaard, A., & Sveivig, P. (2009). Using institutional theory with sensemaking theory: a case study of information system implementation in healthcare. <i>Journal of Information Technology</i> , 24(4), 343-353.	
Nilsen, P., Ståhl, C., Roback, K., & Cairney, P. (2013). Never the twain shall meet? -a comparison of implementation science and policy implementation research. <i>Implementation Science</i> , 8(1), 63.	
Novotná, G., Dobbins, M., & Henderson, J. (2012). Institutionalization of evidence-informed practices in healthcare settings. <i>Implementation Science</i> , 7(1), 112.	
Constructs	
Isomorphism	Similar organizational structures and processes (dependent variable)
Coercive pressures	"Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function" (DiMaggio & Powell, 1983, p.150)
Mimetic pressures	Influences encouraging organizations to model the behavior of other organizations in their field
Normative pressures	Influences derived from members of an occupation or profession (e.g., physicians) defining the conditions and methods of work
Professionalization	Claims on knowledge among professional groups
Propositions	
<ol style="list-style-type: none"> The degree of isomorphism in an organizational field is positively related to the degree of (1) coercive, (2) mimetic, and (3) normative pressures in that field. Coercive pressures are greater to the extent that: <ul style="list-style-type: none"> Organizations in a field transact with agencies of the state (or depend on public financing). Organizations in a field are dependent upon a single (or several similar) source of support for vital resources. Mimetic pressures are greater when an organizational field has high levels of uncertainty (e.g., evidence for what is effective is limited, technologies are poorly understood, goals are ambiguous, etc.). Normative processes are greater in organizations with higher levels of professionalization. 	
Potential Relevance to Implementation Science	
Implementation strategies should take advantage of existing or potential coercive, mimetic, and normative pressures on the focal organization.	
<ol style="list-style-type: none"> Coercive pressures may be augmented by specifying how an intervention can assist an organization in meeting regulatory, reimbursing, or accrediting body requirements. Coercive pressures may be augmented by negotiating with centralized sources of vital support (payers, suppliers). Coercive pressures may be augmented by changing the policy governing reimbursement, formularies, accreditation, etc. Coercive and mimetic pressures may be leveraged by creating a system to publicly recognize organizations that fully implement an intervention 	

<ol style="list-style-type: none"> Mimetic pressures may be augmented by partnering with opinion leading organizations to be early adopters and serve as models for other organizations in the field. Mimetic pressures may be augmented by aligning with existing ways of improving practice that have already diffused (e.g., the Improvement Model, Lean, Six Sigma, etc.). Normative pressures may be augmented by partnering with professional associations to support implementation. Normative pressures may be augmented by strategies that increase the alignment (real or perceived) between EBI usage and professional identity/role.
Criticisms and/or bounds on the theory
Dolan, P., & Connolly, J. (2018). Beyond logic and norms: a figurational critique of institutional theory in organisation studies. <i>Cambio</i> , 7(14), 139-149.
Suddaby, R. (2010). Challenges for institutional theory. <i>Journal of management inquiry</i> , 19(1), 14-20.
References
DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. <i>American Sociological Review</i> , 48(2), 147-160. https://doi.org/10.2307/2095101
Heugens, P. P. M. A. R., & Lander, M. W. (2009). Structure! agency! (and other quarrels): A meta-analysis of institutional theories of organization. <i>Academy of Management Journal</i> , 52(1), 61-85. https://doi.org/10.5465/AMJ.2009.36461835
Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. <i>American Journal of Sociology</i> , 83(2), 340-363. https://doi.org/10.2307/2778293
Scott, W. R. (2005). <i>Encyclopedia of Social Theory</i> (G. Ritzer, ed.). Thousand Oaks: SAGE Publications, Inc.
Zucker, L. G. (1987). Institutional Theories of Organization. <i>Annual Review of Sociology</i> , 13, 443-464. Retrieved from https://www.istor.org/stable/2083256
Type: Theory (grand, mid-range), perspective, model, etc.
<ul style="list-style-type: none"> Mid-range theory

Propositions


- Suggest a relationship between two or more constructs
- Uncover mechanisms that suggest strategies to address factors that influence implementation

Propositions → Strategies: An example

- Contingency Theory: No singular or best way for organizations to operate; **the most effective or optimal way to structure and coordinate tasks in an organization is contingent on characteristics, particularly the level of uncertainty, of both the task and the task environment** (Donaldson, 2001; Galbraith, 1973; Lawrence & Lorsch, 1967).
- Depending on the degree of uncertainty, different approaches and strategies will be best suited to coordinate a task. **Programmed (inflexible) approaches to coordination will be optimal when uncertainty is low and less programmed (flexible) approaches will be optimal when uncertainty is high** (Schoonhoven, 1981).

Implications for D&I Research

- **Forms are available** on the Cancer Prevention and Control Research Network (CPCRN) website – Scan the QR code to the right
 - Resources > CPCRN Fact Sheets & Data Briefs
- Forms will be incorporated into the CPCRN Scholars Program
- **Increase knowledge and access** to OTs among an interdisciplinary audience
- Next steps
 - **Are you interested in participating?** Contact Alex Peluso apeluso@wakehealth.edu to participate in our concept mapping activity!
 - Consolidating the OT constructs into domains
 - Translating the resulting framework for **use among policymakers and practitioners**

 Follow @Birkenlab & @CPCRNCancer

- This project is supported by the Centers for Disease Control and Prevention of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award [cooperative agreement numbers U48 DP006399, U48 DP006377, U48 DP006396, U48 DP006389, U48 DP006400, U48 DP006398]. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CDC/HHS, or the U.S. Government.



SCAN ME!

Thank you!

CPCRN Workgroup Members

Co-Chairs

- Sarah A. Birken
- Linda Ko
- Jennifer Leeman

Members

- Prajakta Adsul, PhD, MPH, MBBS; Affiliate Member
- Hannah Arem, PhD; Affiliate Member
- Barbara Baquero, PhD, MPH; University of Washington
- Sarah Birken, PhD, MSPH; Affiliate Member
- David Chambers, DPhil, MSc; National Cancer Institute (NCI)
- Mary Charlton, PhD, MS; University of Iowa
- Lori Crane, PhD, MPH; Colorado School of Public Health
- Catherine Dinh-Le, MPH; New York University-CUNY
- Weanne Estrada, BSN, MPH; New York University-CUNY
- Maria Fernandez, PhD; Affiliate Member
- Heidi Haines, MS; University of Iowa
- Terry Huang, PhD, MPH, MBA; New York University-CUNY
- Michelle Kegler, DrPH, MPH; Emory University;
- Linda Ko, PhD, MPH, MS; University of Washington
- Matthew Lee, MPH; New York University-CUNY
- Becky Lee, MS; CPCRN Coordinating Center
- Jennifer Leeman, DrPH, MPH, MDiv; University of North Carolina-Chapel Hill
- Sean Mikles, PhD, MPH; University of North Carolina-Chapel Hill
- Kristin Morrill, PhD; University of Arizona
- Meghan O'Leary, MA; University of North Carolina-Chapel Hill
- Linda Overholser, MD, MPH; Colorado School of Public Health
- Alexandra Peluso, MS; Affiliate Member
- Yaniv Rait; University of Washington
- Grace Ryan, MPH; University of Iowa
- Anjali Vasavada; University of Washington
- Thuy Vu, MPH; University of Washington
- Cheyenne Wagi, MA, MPH; Affiliate Member
- Mary Wangen, MPH; University of North Carolina-Chapel Hill
- Rebecca Williams, PhD, MHS; CPCRN Coordinating Center
- Alexa Young, MPH; CPCRN Coordinating Center