CPCRN
Cancer Prevention and Control Research Network

Organizational Theory in Implementation Science

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Study team

- Co-PI: Jennifer Leeman
- Co-Is: Per Nilsen, Miriam Bender
- Research assistant: Kathleen Knocke

Evidence-based intervention (EBI) implementation

- Requires multi-level strategies
- E.g., increasing colorectal cancer screening
  - Increase access for **patients**
  - Encourage screening recommendations among **providers**
  - Make screening a priority in **healthcare organizations**

Focus on individual implementation determinants

- Behavior change theory availability
- Individual implementation determinant framework availability

Francis *et al. Implementation Science* 2012, **7**:35
http://www.implementationscience.com/content/7/1/35

IMPLEMENTATION SCIENCE

COMMENTARY **Open Access**

Theories of behaviour change synthesised into a set of theoretical groupings: introducing a thematic series on the theoretical domains framework

Lack of attention to organizational implementation determinants

- Organizational theories are relevant to implementation research.


Birken *et al. Implementation Science* (2017) 12:62
DOI 10.1186/s13012-017-0592-x

Implementation Science

DEBATE Open Access

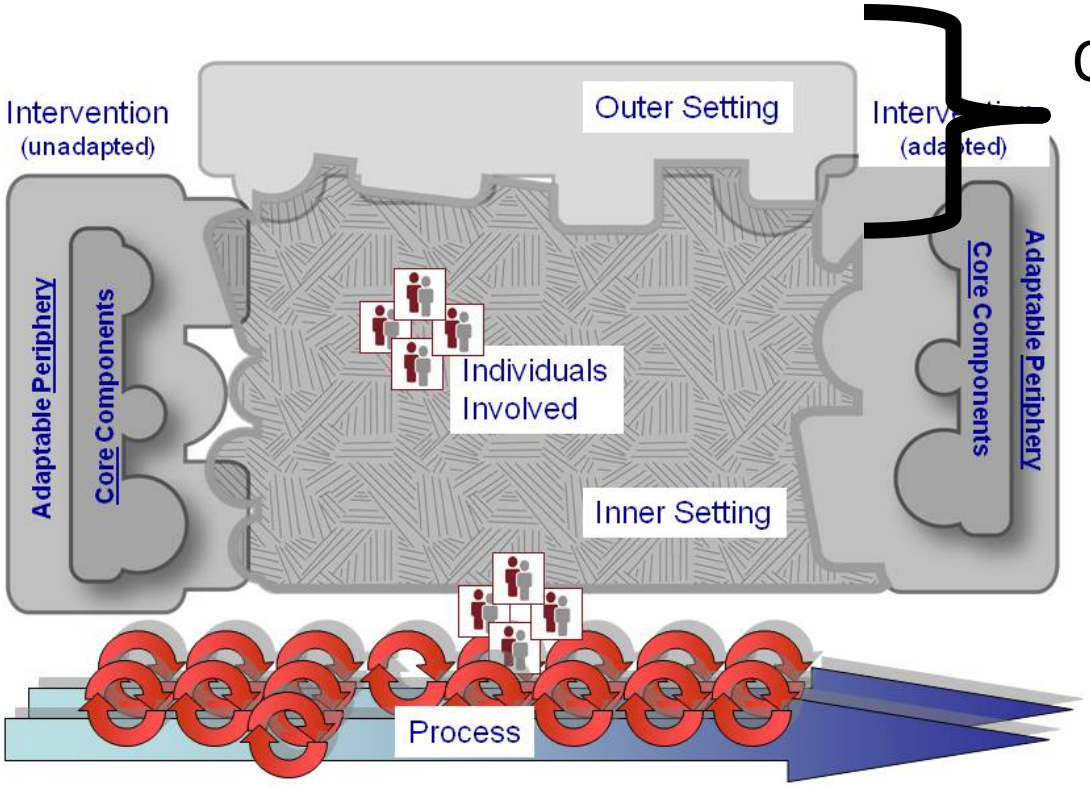
Organizational theory for dissemination and implementation research

- Yet organizational constructs remain underrepresented in implementation research, due in part to the **lack of a framework that synthesizes organizational theory for implementation research**.

Overarching aim

To develop a framework of determinants of implementation derived from organizational theories

“But what about the CFIR???”



Organizational theories

Aim 1

- **Objective:** Identify organizational theories that are relevant to understanding EBI implementation.
- **Approach:** Survey of scholars with expertise in organization and implementation science
- **Instrument development:**
  - Advice from Steve Shortell, Michael Harrison, Marty Charns
  - Guidance and feedback from CPCRN workgroup

Aim 1

Organizational theories, according to some definitions, examine the environments, structures, processes, behaviors and outcomes of "social structures created by individuals to support the collaborative pursuit of specified goals" (Scott 1998, 4th edition). **For the purposes of this study, we are only interested in theories that explain how organizations organize to accomplish their work (e.g., provide services).** Note that this excludes theories relating to organizational behavior (e.g., relating to leadership or interpersonal relationships).

Aim 1

In particular, we are only interested in organizational theories that may be relevant to implementation (i.e., changing practice). *Implementation*, according to NIH (PAR-16-238, 2017), refers to "the use of strategies to adopt and integrate evidence-based health interventions into clinical and community settings in order to improve patient outcomes and benefit population health." An example of implementation research is a study of the consistency and proficiency with which healthcare providers use evidence-based interventions.

Aim 1

Below, we list several organizational theories with potential relevance to implementation and related texts. Please do the following:

- **Comment on organizational theories** that are on the list that we have begun, the texts that describe them, and texts in which the theories are applied, either by using tracked changes or inserting comments. (Select 'review' tab; select 'new comment.')
- **Insert additional organizational theories** with potential relevance to implementation to the list that we have begun by inserting text directly into the document.
- **Insert key articles/review findings** related to any organizational theories that you add to the list.
- **Indicate whether you have expertise** with a theory in the list below or other theories that you add.
- **Indicate whether you know of other people** whom we should invite to respond to these requests.

Theory Groups	Please indicate relevant texts, adding to existing lists and/or populating cells for which no texts are currently listed. Please feel free to add minimal information (e.g., author, year, approximation of title); we will find the entire citation.	Please indicate applications of the theory groups in health services research, adding to the existing list and/or populating cells for which no texts are currently listed. Please feel free to add minimal information (e.g., author, year, approximation of title); we will find the entire citation.	Do you have any expertise in this theory? (Yes/No)
1. Contingency theory	Donaldson, Lex. 1987. Strategy and structural adjustment to regain fit and performance: In defense of contingency theory. Journal of Management Studies, 24: 1-24. Donaldson, L. The normal science of structural contingency theory. In S.R. Clegg and C. Hardy (eds.), Handbook of Organization Studies, pp. 57-76. Thousand Oaks, CA: Sage, 1997. Donaldson, L. The Contingency Theory of Organizations, pp. 245-289. Thousand Oaks, CA: Sage, 2001. Volberda, H., van der Weerdt, N., Verwall, E., Stienstra, M. & Verdu. 2012. Contingency Fit, Institutional Fit, and Firm Performance: A Metafit Approach to Organization–Environment, Organization Science, 23(4): 1040-1054. Van de Ven, A., Ganco, M. & Hinings, C. 2013. Returning to the Frontier of Contingency Theory of Organizational and Institutional Designs, The Academy of Management Annals, 7:1, 393-440 (pages 393-417) **Please insert additional relevant texts below:**	Ashmos, D. P., D. Duchon, F. E. Hauge, and R. R. McDaniel. Internal complexity and environmental sensitivity in hospitals. Hospital & Health Services Administration 1996; 41 (4): 535-553. Walston, S. L., L. R. Burns, and J. R. Kimberly. Does reengineering really work? An examination of the context and outcome of hospital reengineering initiatives. Health Services Research 2000; 34 (6): 1363-1388. **Please insert additional relevant texts below:**	

Aim 1

- **Administration:**
  - Editable Word document
  - *Round 1*: initial thoughts
  - *Round 2*: responses to others' additions

Aim 2

Abstract potential implementation determinants from organizational theories.

- Pairs of senior organization/implementation science researchers and doctoral students with training in organization/implementation science

- Abstraction fields:
  - Variables
  - Definitions
  - Setting/context
  - Proposed relationships
  - Synthesis of proposed relationships
  - Illustration of application to implementation science

Aim 3

Consolidate organizational determinants of implementation and classify them into theoretical domains.

Use the Concept Systems Global MAX© web platform to:

1. Sort virtual cards into categories that they believe represent redundant determinants, if applicable.
2. Sort the remaining cards into categories representing conceptually distinct determinants.
3. Rate each determinant's relevance to implementation.

Timeline

Aims and activities	May-July	Aug-Oct	Nov-Jan	Feb-Apr
Aim 1. Identify organizational theories that are relevant to understanding the implementation of evidence in clinical practice.				
Recruit scholars with expertise at the intersection of organization and implementation science to participate				
Administer survey				
Analyze survey data				
Aim 2. Abstract determinants from organizational theories.				
Abstract determinants from organizational theories				
Aim 3. Consolidate organizational determinants of implementation and classify them into theoretical domains.				
Construct survey in concept mapping software				
Recruit scholars with expertise at the intersection of organization and implementation science to participate				
Collect concept mapping data from expert panel				
Analyze concept mapping data				

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Next Steps

- Administer and analyze data from survey
- Plan for Aim 2