IMPLEMENTATION LEADERSHIP DEFINED

Leadership in the implementation of evidence-based practice

Leadership

Implementation

Empirically Supported Interventions
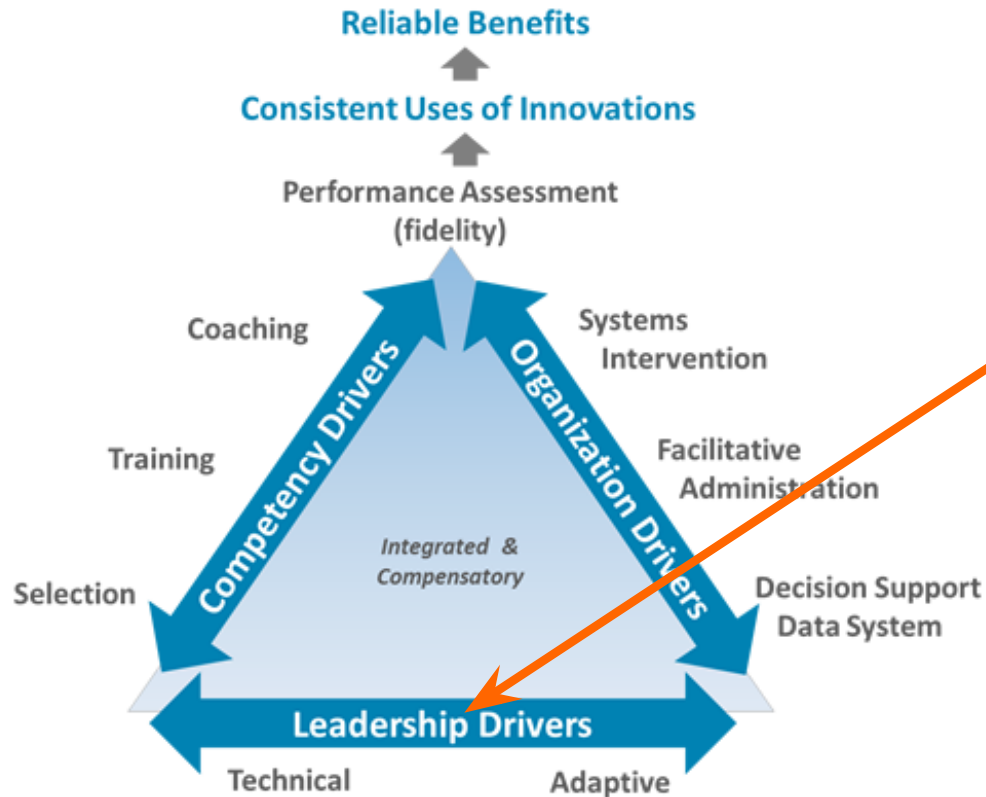
Health & Allied Professions
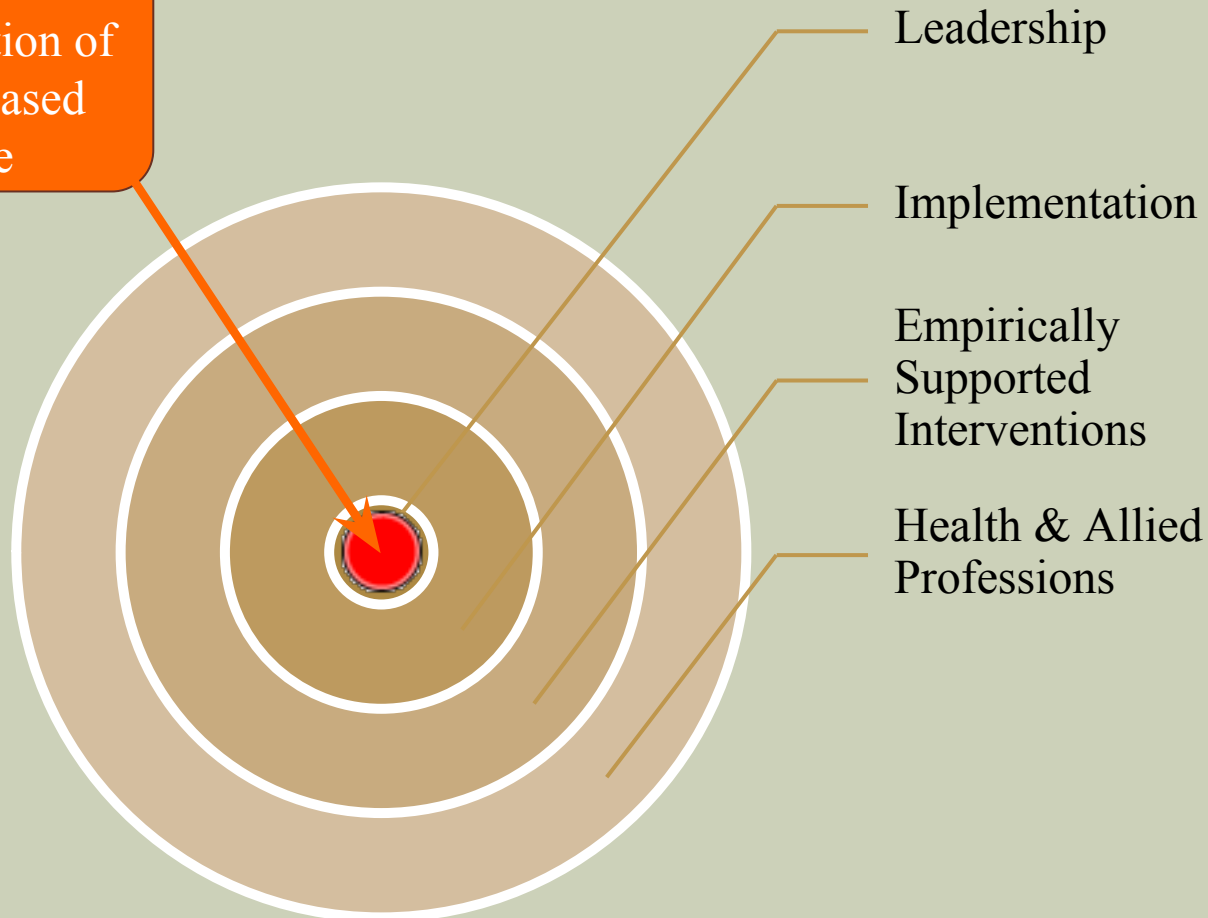
CORE DEFINITIONS

Leadership solves '…*the problem of bringing people together and combining their efforts to promote success and survival…*' (Kaiser et al., 2008).

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LEADERSHIP BUZZWORD BINGO

ENCOURAGING	INNOVATIVE	OPTIMIST	VISIONARY	DEDICATED	NETWORKER
ROLE-MODEL	ENGAGING	SUPPORTIVE	STRATEGIC THINKER	INFLUENTIAL	RELATIONSHIP BUILDER
PASSIONATE	INFLUENCE	FACILITATOR	COMMITTED	ASSERTIVE	CALM, COMPOSED & CONSISTENT
LISTENER	INITIATOR	CONFIDENT	HONEST	CREATIVE	REWARDING
POSITIVE THINKER	TEAM FOLLOWER	STRONG COMMUNICATOR	HIGH INTEGRITY	EFFECTIVE	RESOURCEFUL
MOTIVATOR	CONSTANT LEARNER	DECISIVE	OPEN-MINDED	SELF AWARENESS	ORGANIZED

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Implementation Drivers

Reliable Benefits

Consistent Uses of Innovations

Performance Assessment (fidelity)

Coaching

Systems Intervention

Competency Drivers

Organization Drivers

Training

Facilitative Administration

Integrated & Compensatory

Selection

Decision Support Data System

Leadership Drivers

Technical

Adaptive

LEADERSHIP IN CONCEPTUAL IMPLEMENTATION FRAMEWORKS

Active Implementation Frameworks (AIF) by Fixsen et al. (2009)

- Leadership as '**implementation driver**' mentioned in all reviews

- **Challenge**
  - Limited information given about methodological filters in selection processes
  - Wide range of inclusion criteria applied
  - → Reviews may potentially build on a significant share of theoretical, conceptual literature and studies of a weak research design that do not produce reliable results

- Greenhalgh et al.: Striking contrast between leadership as a 'compelling concept' assumed to be an antecedent of an organisation's innovation and implementation climate and the **lack of empirical evidence** documenting this assumption (p. 215).

LEADERSHIP IN LITERATURE REVIEWS

Greenhalgh et al. (2004)

Fixsen et al. (2005)

Stith et al. (2006)

Durlak & DuPre (2008)

- Agreement on premise that leadership makes a difference to an implementation's success

- **Challenges**:
  - Qualitative case studies (small N) preferred design
  - Leadership often not clearly defined and described
    - Roles, levels, skills, tasks, behaviours, practices
  - Causal relationships btw leadership and elements of implementation not presented / discussed

- → *Our knowledge of implementation leadership in health and allied professions – of the skills and behaviours leaders need to develop and practice in order to successfully support the implementation of ESIs – is limited.*

LEADERSHIP IN SINGLE IMPLEMENTATION STUDIES

Hodson & Cooke, 2004; Aarons & Sawitzky, 2006; Proctor et al., 2007;

Palinkas & Aarons, 2009; Aarons, Ehrhart & Farahnak, 2014

1. What is known about **effective executive leadership** within health and allied professions?

2. What is known about effective executive leadership **in the implementation of ESIs** within health and allied professions?

3. What aspects of this knowledge should inform the development of an **implementation leadership measurement** that can be used by organisations that implement ESIs to assess and develop implementation leadership capacity?

METHOD 1: SYNTHESIS OF THE LITERATURE USING SYSTEMATIC METHODS

METHOD 2: DELPHI method (Expert panel) & Survey

SYNTHESIS OF THE LITERATURE

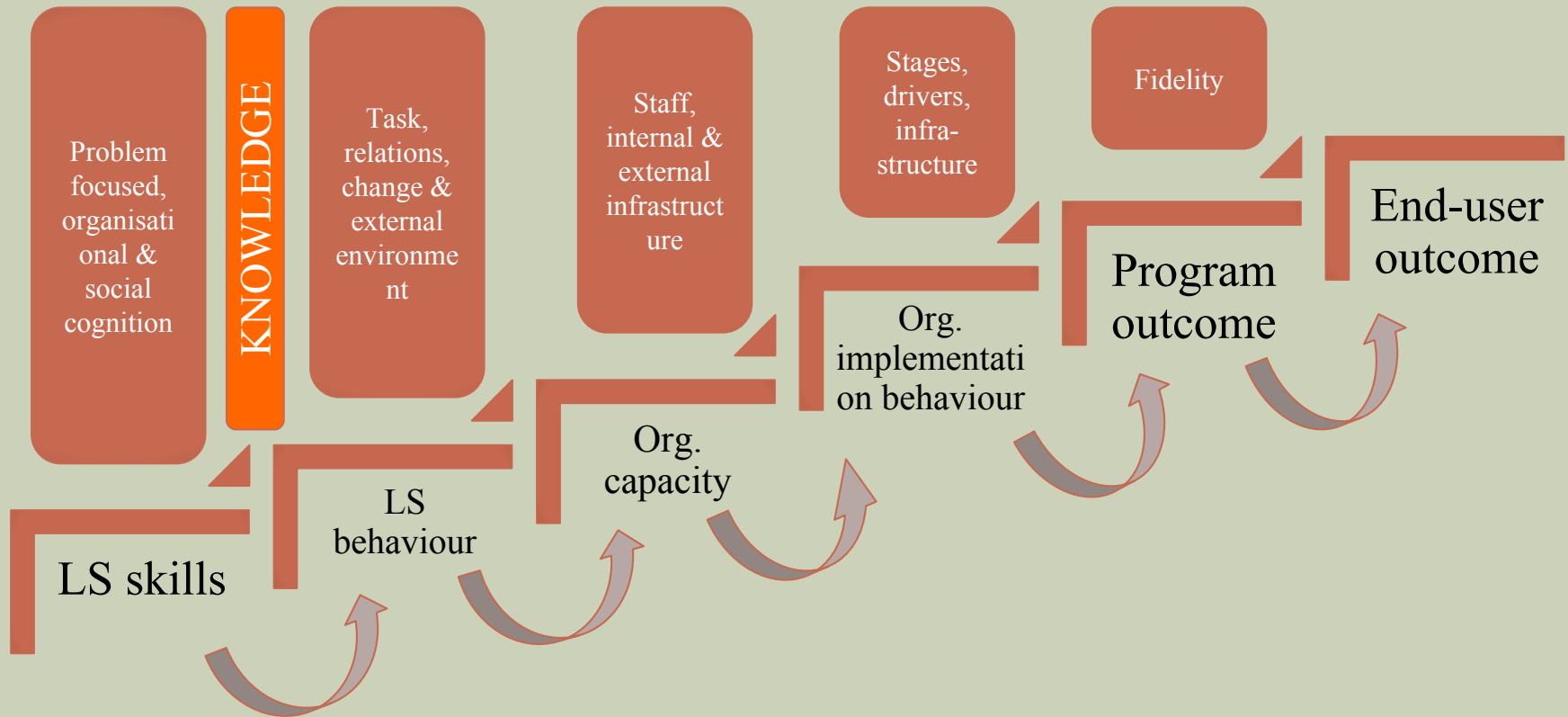| Executive (IF)	Leadership (IF)	Effective (SH)	Health & allied professions databases
General – all databases CEO*, Chief executive officer* Senior executive*, Executive* Director*, Senior Manager* Head* **Education** Headmaster*, Headmistress* Head teacher*, Principal* Schoolmaster* **Health** **None** **Social Work** **None**	LEADER*	Research Study Studies Case stud* Evaluation* Evaluation study Study design Trial*	1) Embase (med) 2) Medline (med) 3) CINAHL (nursing) 4) Cochrane Library (med) 5) PsycINFO (psyc) 6) PsycARTICLES (psyc) 7) ERIC (ed) 8) ASSIA (soc) 9) Sociological Abstracts (soc) 10) Social Services Abstracts (soc) 11) Campbell Library (soc) 12) Criminal Justice Abstracts (crim) 13) ProQuest Criminal Justice (crim)

Problem focused, organisational & social cognition

KNOWLEDGE

Task, relations, change & external environment

Staff, internal & external infrastructure

Stages, drivers, infra-structure

Fidelity

End-user outcome

Program outcome

Org. implementation behaviour

Org. capacity

LS behaviour

LS skills

Mumford et al., 2000; Yukl, 2010 & 2012