

ABSTRACT SUBMISSION AIC 2016: #9

1. Title:

Meat in the sandwich: The role of frontline clinical managers and supervisors in implementation.

2. Author(s):

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3. Key words:

4. Abstract text:

a. Background and aims

There is a dearth of Australian research on the implementation of innovative evidence informed social work practice. This paper draws on the findings of research that looked at the influence of organisational context in the implementation of a new therapeutic program for child protection clients.

b. Methods

Exploration of the phenomenon of implementation was undertaken in a qualitative study identifying the intent of 6 program designers and integrating this with the experiences of 21 frontline clinicians and clinical managers in order to identify commonality, contradictions and gaps. Data was collected via semi-structured interviews & documentary review. A matrix was developed to assist analyse the data. It was informed by program design theory, organisational performance research and implementation science.

c. Results

Thirty six factors were identified as influential on EI practice implementation. However, of the 36, five elements emerged as key drivers during the program's four year establishment phase. One of these key drivers was the important role played by frontline managers and supervisors in creating a receptive culture within their team and in influencing bottom up adaption of implementation processes.

d. Conclusion

Overall study results are consistent with EBP implementation studies indicating that social context and organisational processes have a strong influence on implementation success. However, the research also highlights the particular importance of clinical managers as change agents in team based program settings, something that has been given little attention to date.