



Forskningsunderstøttet Transformation & Implementering

Et fælles månelandingsprojekt for sundhedsvæsenet

Fra månelanding til Hverdagsimplementering

- **Implementering** – hvad det er og indebærer
- **Tid til Translation** - hvor hurtigt (eller langsomt) vi omsætter viden til praksis
- **Af-implementering** - hvordan vi skaber plads til det nye
- **Strategisk Transformativ Implementering: STI** 😊

Implementering

Hvad det er og indebærer

Implementation Science

The....study of methods to promote the systematic uptake of...evidence-based approaches into routine practice....to improve the quality and effectiveness of....services....(adapteret)

Eccles, M.P., Mittman, B.S. Welcome to *Implementation Science*. *Implementation Sci* 1, 1 (2006). <https://doi.org/10.1186/1748-5908-1-1>

The image shows a screenshot of a journal article from the 'Implementation Science' journal, Volume 1, Issue 1, published in February 2006. The article is titled 'Welcome to Implementation Science' by Martin P Eccles and Brian S Mittman. The page includes the journal's logo, 'Open Access' status, and a 'BioMed Central' watermark. The text discusses the field of implementation research and its goals. It also includes sections for 'Abstract', 'Implementation research is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services and care. This relatively new field includes the study of influences on healthcare professional and organizational behaviour.' and 'Implementation Science will encompass all aspects of research in this field, in clinical, community and policy contexts. This online journal will provide a unique platform for the dissemination of research and will publish a broad range of articles – meta-analyses, debates, discussions and conceptual articles, rapid reports, evaluations of the process of change, and articles on methodology and rigorously developed tools – that will enhance the development and refinement of implementation research. No one discipline, research design, or paradigm will be favored.' Below this, there is a section titled 'Implementation Science' which provides a brief overview of the journal's mission and scope.

Implementation Science

Implementation research is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services and care. This relatively new field includes the study of influences on healthcare professional and organizational behaviour.

Implementation Science will encompass all aspects of research in this field, in clinical, community and policy contexts. This online journal will provide a unique platform for the dissemination of research and will publish a broad range of articles – meta-analyses, debates, discussions and conceptual articles, rapid reports, evaluations of the process of change, and articles on methodology and rigorously developed tools – that will enhance the development and refinement of implementation research. No one discipline, research design, or paradigm will be favored.

Implementation Sciences

Implementation research is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services, to include the study of influences on healthcare professional and organizational behaviour.

Why a new journal?

Recent years have seen the rapid and continuing development of 'implementation science', but this has been accompanied by a lack of dedicated journals. This has hampered the field in diverse ways. Firstly, implementation studies articles are scattered across a wide range of journals, including clinical, public health, health services, and healthcare quality/journalism. As a result, articles are often difficult to locate, and the breadth of the field is not easily understood. Second, implementation science will provide a flagship home for this specialised area of research.

Secondly, publication to date has usually been restricted to the final reporting of studies with little or no opportunity to describe the important contextual developmental

Published: 12 February 2006
Implementation Sci 2006, 1:1 doi:10.1186/1748-5908-1-1
Received: 21 February 2006
Accepted: 21 February 2006
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* BioMed Central
Open Access

”From bench to bedside to communities”

Tid til Translation (TtT) = Fra Forskning til Praksis

- Balas, E. A., & Boren, S. A. (2000). Managing Clinical Knowledge for Health Care Improvement. *Yearbook of medical informatics*, (1), 65–70.
- Woolf SH. The Meaning of Translational Research and Why It Matters. *JAMA*. 2008;299(2):211–213. doi:10.1001/jama.2007.26.
- Wichman C, Smith LM, and Yu F. A framework for clinical and translational research in the era of rigor and reproducibility. *Journal of Clinical and Translational Science* 5: e31, 1–10. doi: 10.1017/cts.2020.523.
- Rubin R. (2023). It Takes an Average of 17 Years for Evidence to Change Practice—the Burgeoning Field of Implementation Science Seeks to Speed Things Up. *JAMA*, 329(16), 1333–1336. <https://doi.org/10.1001/jama.2023.4387>

TtT: Kraeftområdet

Retningslinje



50%
implementeringsgrad

Cancer Causes & Control (2021) 32:221–230
<https://doi.org/10.1007/s10552-020-01376-z>

ORIGINAL PAPER

2021



Revisiting time to translation: implementation of evidence-based practices (EBPs) in cancer control

Shahnaz Khan^{1,2} · David Chambers² · Gila Neta²

INTERNATIONAL JOURNAL OF
RADIATION ONCOLOGY • BIOLOGY • PHYSICS

www.redjournal.org

REVIEW

Dissemination and Implementation—A Primer for Accelerating “Time to Translation” in Radiation Oncology



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2025

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Fra Retningslinje til Implementering

-4 – 12 år



Billede: Colourbox



Billede: Colourbox

Active Implementation Frameworks



Hvorfor - eller hvorfor ikke - lykkes implementering af retningslinjer?

Kompetencekræfter

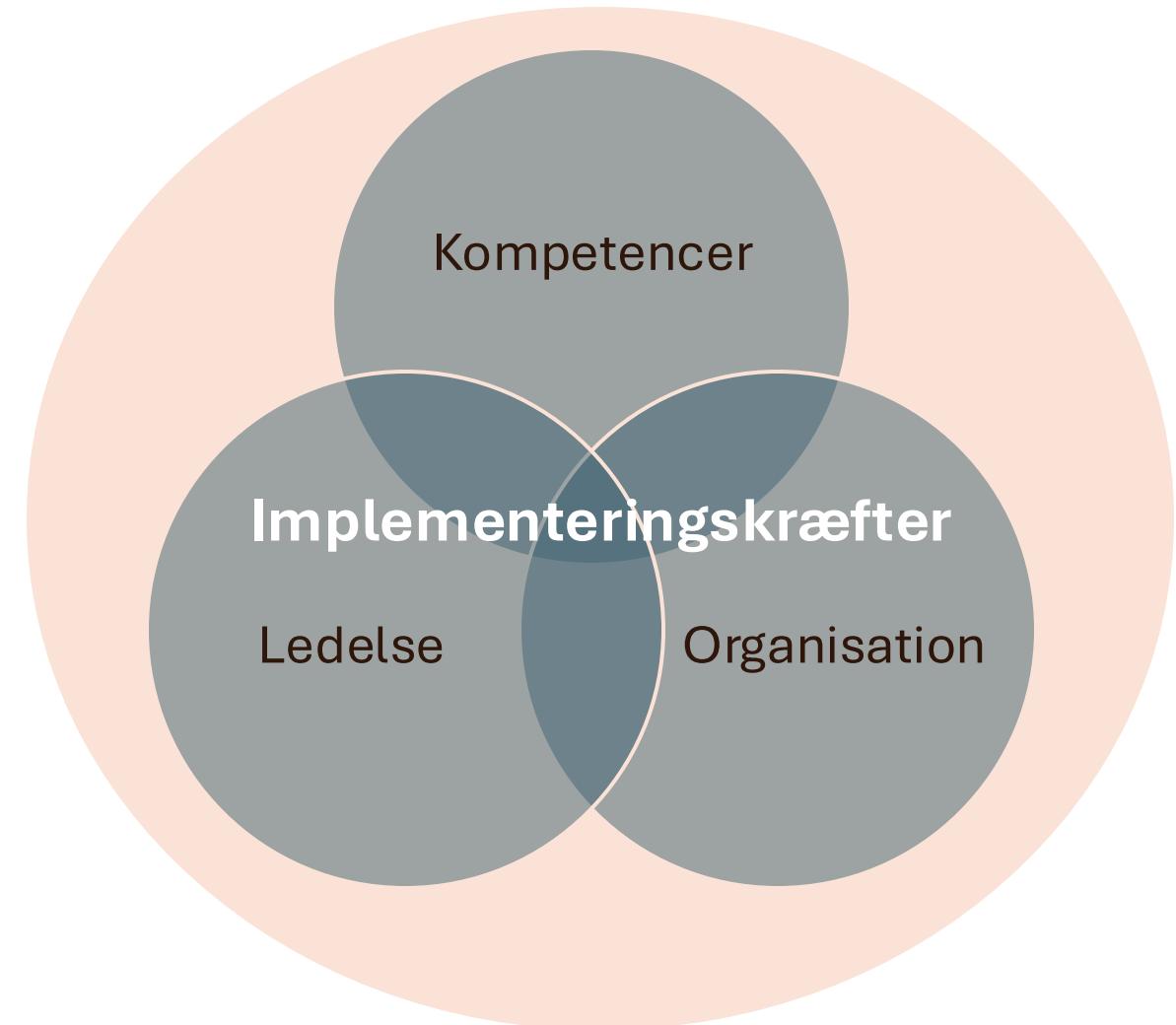
- Uddannelse, træning og coaching
- Fælles viden, færdigheder og forståelser
- Professionel skepsis eller usikkerhed
- Personaleudskiftning = tab af energi/indsigt

Organisationskræfter

- Audit og feedback
- Smidig integration i arbejdsgange
- Manglende tillid og tid til at øve sig
- Pres på tid og ressourcer

Ledelseskræfter

- Håndtering af kompleksitet og retningslinje-overload
- Tydelig opbakning og værdiskabelse
- Forankring og Prioritering
- Manglende fokus og engagement



To state the obvious....



To eksempler

Nyere danske Studier

1

ORIGINAL ARTICLE

Barriers and facilitators to national guideline implementation for palliative cancer care in a Danish cross-sectoral healthcare setting: A qualitative study of healthcare professionals' experiences

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Cecilie Lindstrøm Egholm^{5,6} | Pernille Bidstrup^{7,8} |
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⁶Department of Clinical Research, University of Southern Denmark, Odense, Denmark
⁷Psychological Aspects of Cancer, Cancer Servicing, Danish Cancer Institute, Copenhagen, Denmark

⁸Institute of Psychiatry, University of Copenhagen, Copenhagen, Denmark

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¹¹Research Unit for General Practice, Department of Community Medicine, Faculty of Health Sciences, UiT Arctic University of Norway, Tromsø, Norway

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Funding information

Danish Cancer Society, Grant/Award Number: grant number R290-A50076; Novo Nordisk Foundation, Grant/Award Number: grant number 0400-00077302

Abstract

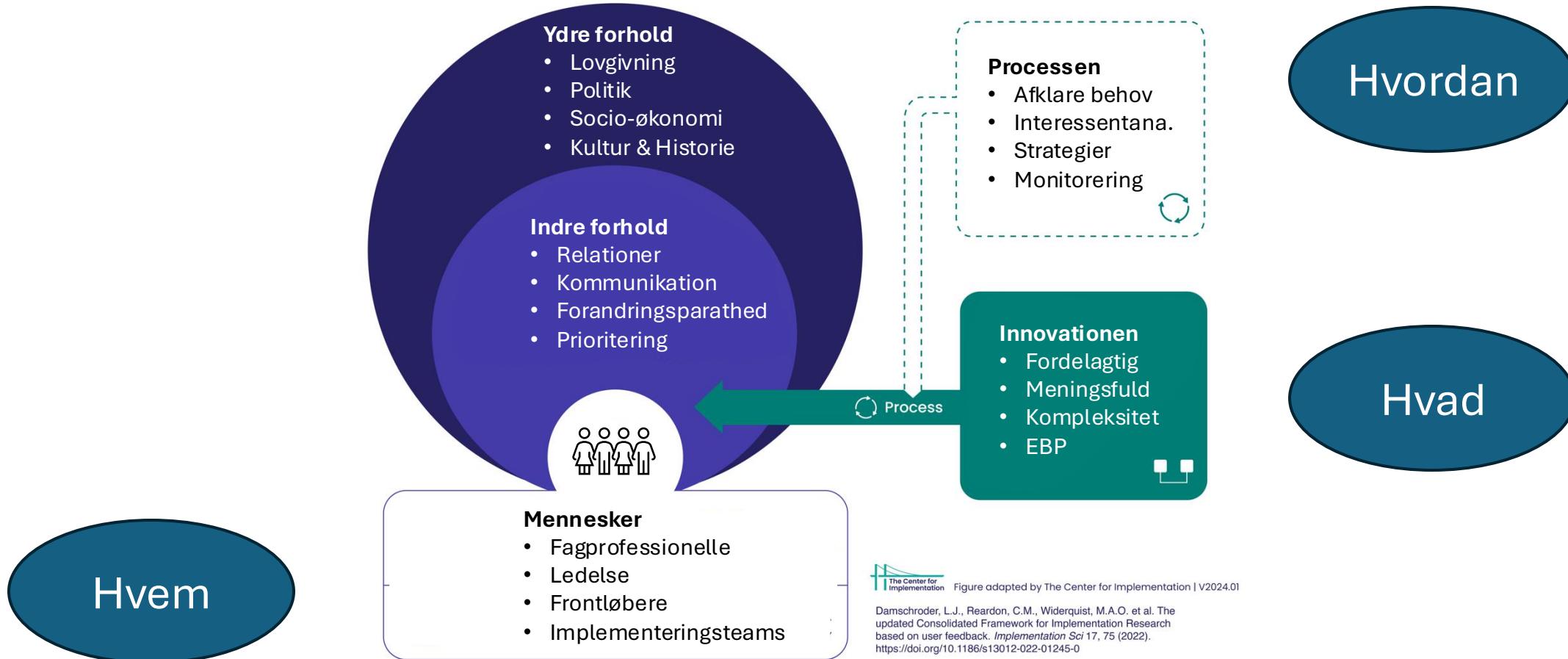
Objective: Patients with incurable cancer should receive general palliative care according to their needs, as provided through collaboration between hospital departments, municipalities, and general practices and as outlined in national guidelines. However, the implementation of general palliative care in Denmark has been inadequate. This study aimed to investigate the healthcare professionals' (HCPs') perceptions on barriers to and facilitators of the implementation of the Danish National Guideline (NG) for general palliative care.

Methods: This descriptive, qualitative study was guided by the Consolidated Framework for Implementation Research (CFIR). Qualitative focus group and individual interviews were conducted with 23 HCPs. The interview guide, coding, analysis, and reporting of findings were developed within the CFIR framework.

Sørensen, D. M. et al. (2024). Barriers and facilitators to national guideline implementation for palliative cancer care in a Danish cross-sectoral healthcare setting: A qualitative study of healthcare professionals' experiences. *Psycho-oncology*, 33(1), e6267. <https://doi.org/10.1002/pon.6267>

Et Rammeværk med fokuspunkter

Consolidated Framework for Implementation Research (CFIR) 2.0



Udvalgte Fund

Barrierer

Ringé kendskab

Rolleuklarhed

Løs implementeringsplan

Facilitatorer

Engagerede professionelle

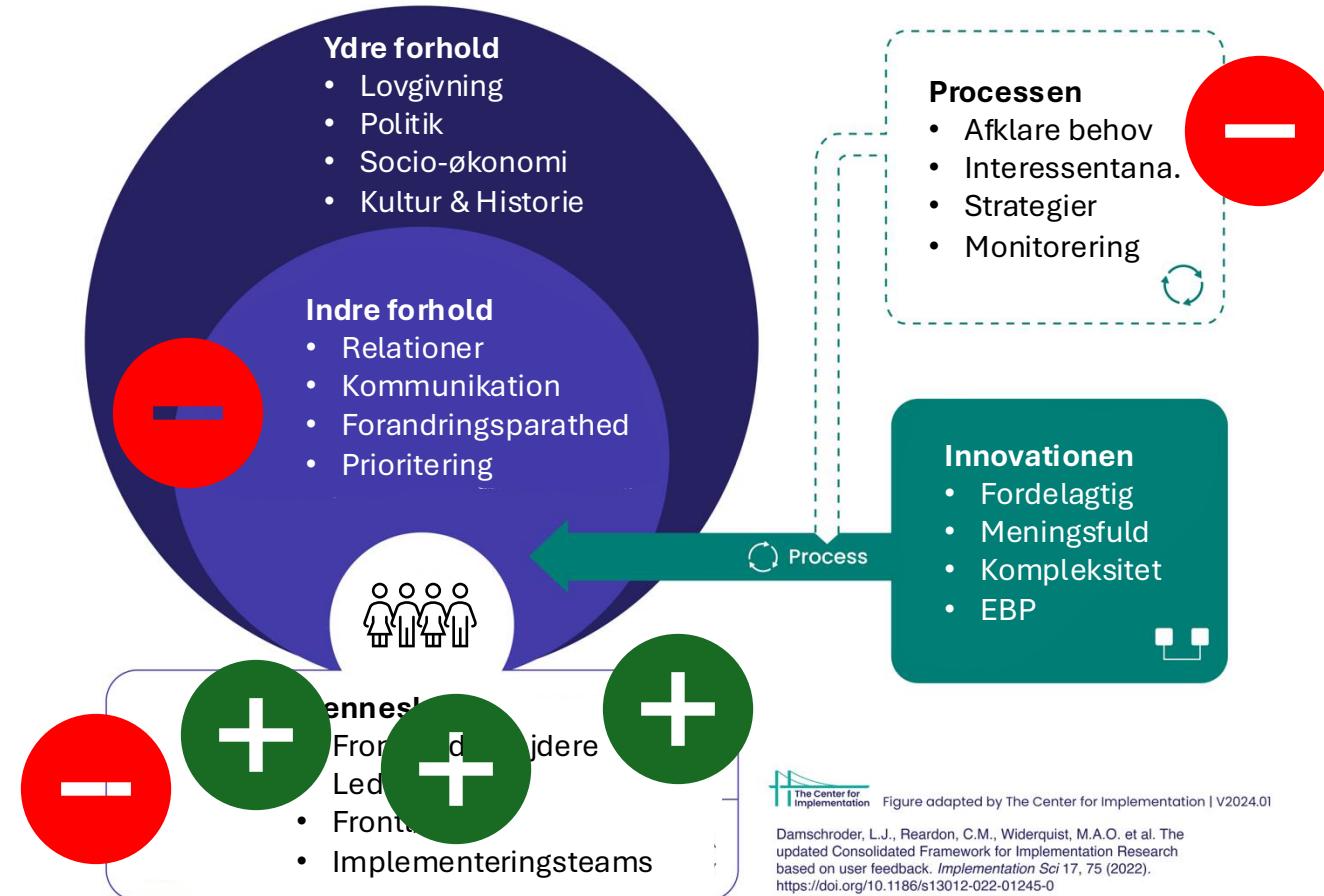
Kompetente frontløbere

Stærke ambassadører

In a nutshell

Værdifuld retningslinje, der kræver lokal tilpasning og ledelsesdrive for at lykkes

Consolidated Framework for Implementation Research (CFIR) 2.0





Billede: Colourbox

2



Original Article

Evaluating Danish Breast Cancer Group locoregional radiotherapy guideline adherence in clinical treatment data 2008–2016: The DBCG RT Nation study

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^e Department of Oncology, Vejle Hospital, University Hospital of Southern Denmark, Denmark

^f Department of Oncology, Zealand University Hospital, Department of Clinical Oncology and Radiation Care, Hvidovre Hospital, Denmark

2024

Formål & Datagrundlag

Kortlægge hvor hurtigt og præcist nationale
ændringer i stråleterapiretningslinjer
implementeres (2008–2016)

National kohorte: 7.448 brystkræftpatienter

I perioden: 5 ændringer i retningslinjer



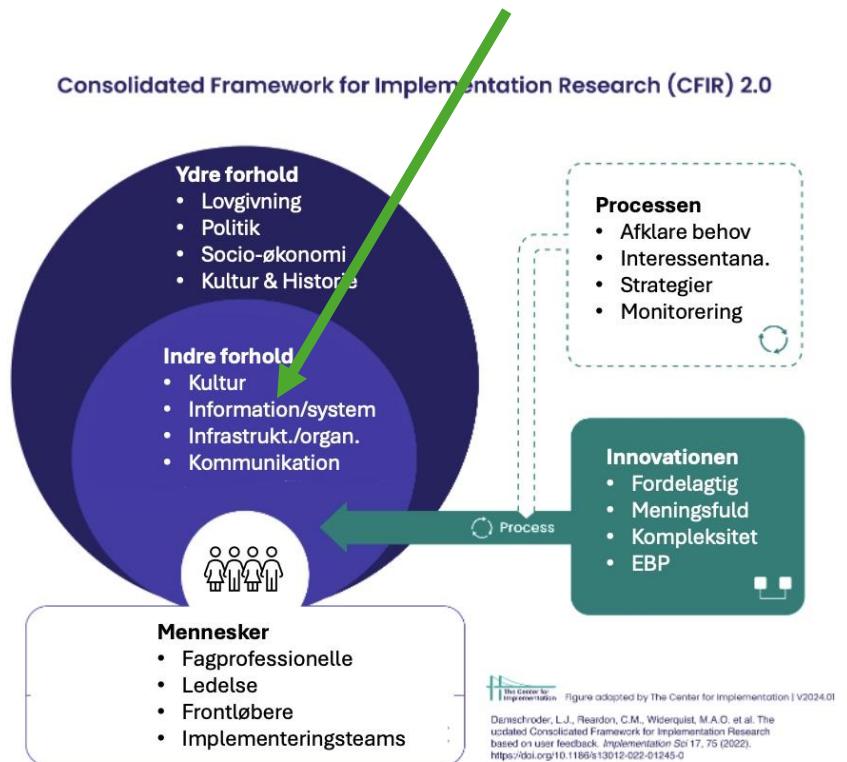
Resultater & Læringspointer

Resultat

Meget høj og konsistent implementeringsgrad opnået meget kort tid efter retningslinjeopdatering

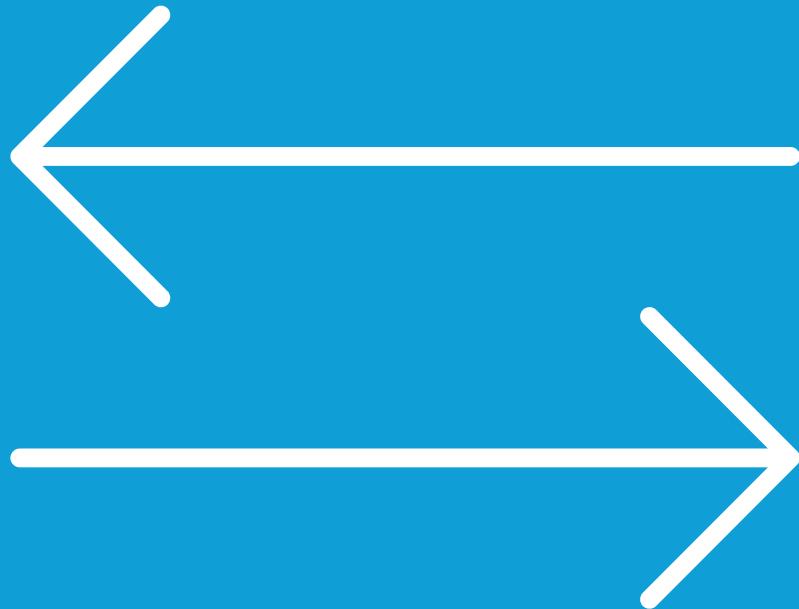
Årsager til succes

- Nationalt engagement og samarbejde
- Tæt kobling mellem forskning og klinik
- Solidt datagrundlag til monitorering og kvalitetsforbedring





Af-implementering



Vi skal Af-implementere for skabe Kapacitet til Transformation



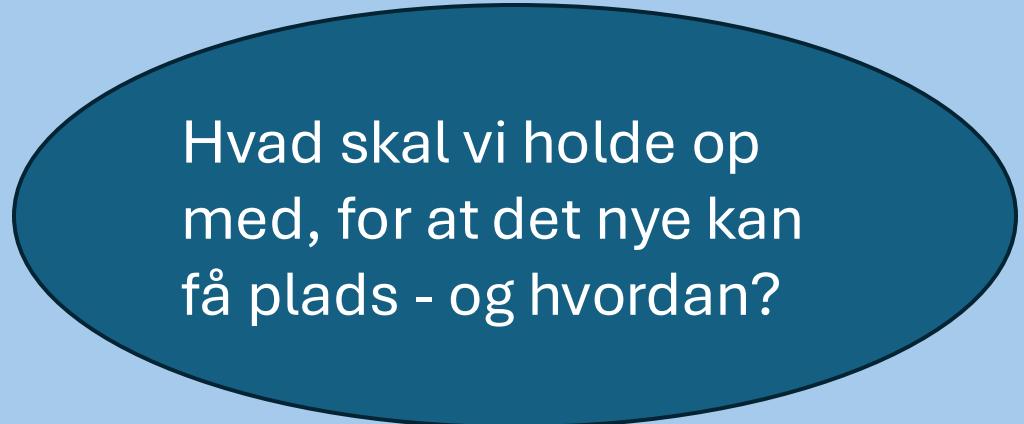
Billede: Colourbox

Af-implementering: At skabe plads til det nye

“Compared to changes that add, those that subtract are harder to think of – and harder to implement.”

(Leidy Klotz, *The Untapped Science of Less*)

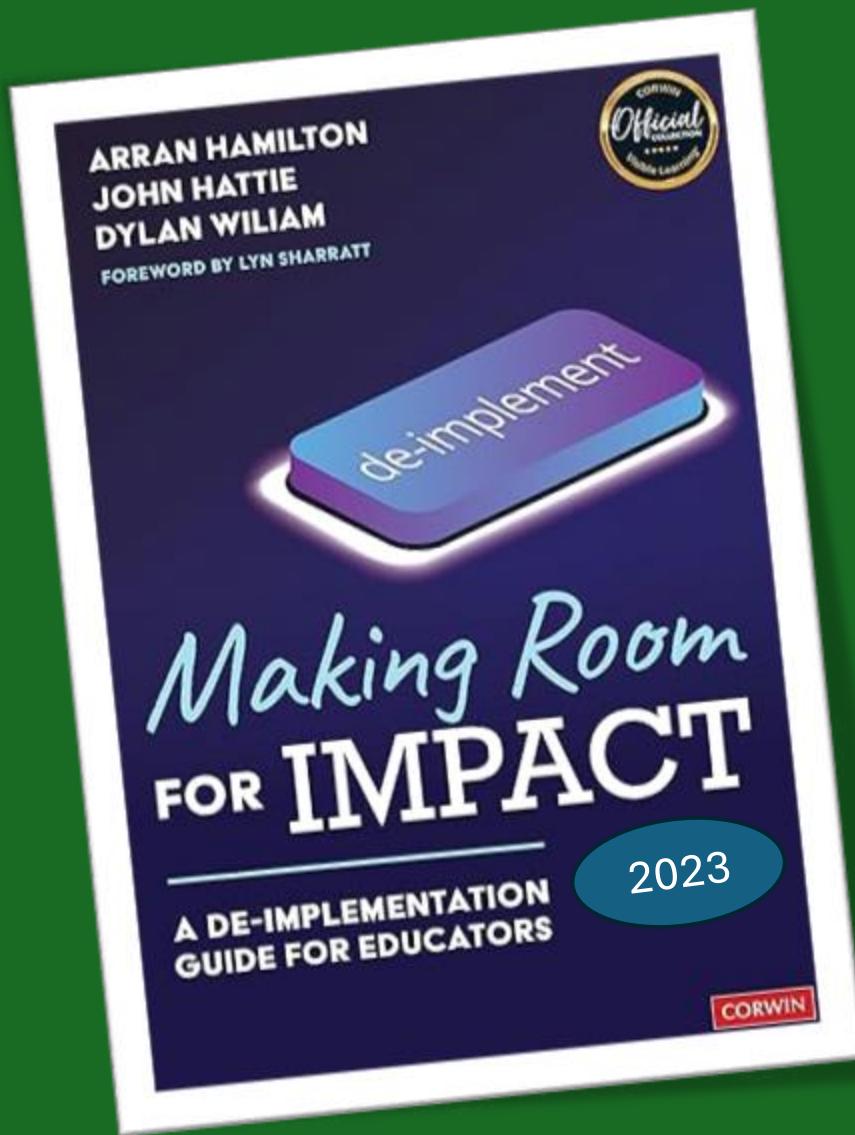
- **Tre kriterier for af-implementering***
- Virker ikke / er skadelig
- Ikke længere mest effektiv
- Ikke længere nødvendig



Hvad skal vi holde op med, for at det nye kan få plads - og hvordan?

* McKay, V. R., Morshed, A. B., Brownson, R. C., Proctor, E. K., & Prusaczyk, B. (2018). Letting Go: Conceptualizing Intervention De-implementation in Public Health and Social Service Settings. *American journal of community psychology*, 62(1-2), 189–202. <https://doi.org/10.1002/ajcp.12258>.

Inspiration fra et andet Væsen



Af-Implementering – fire typer

1

Fjern

Stop procedure
helt.

Spørg: Hvordan
udfaser vi –
præcist, konkret, i
praksis?

2

Reducér

Gør det mindre
eller sjældnere.
Begræns, hvem der
gør det, eller hvem
det gælder for.

Spørg: Hvordan
reducere?

3

Gentænk

Gør det smartere.
Bevar formålet,
brug færre trin el.
ressourcer.

Spørg: Hvordan
kan vi gøre det
mere rationelt?

4

Erstat

Byt det ud med en
bedre eller mere
effektiv løsning.

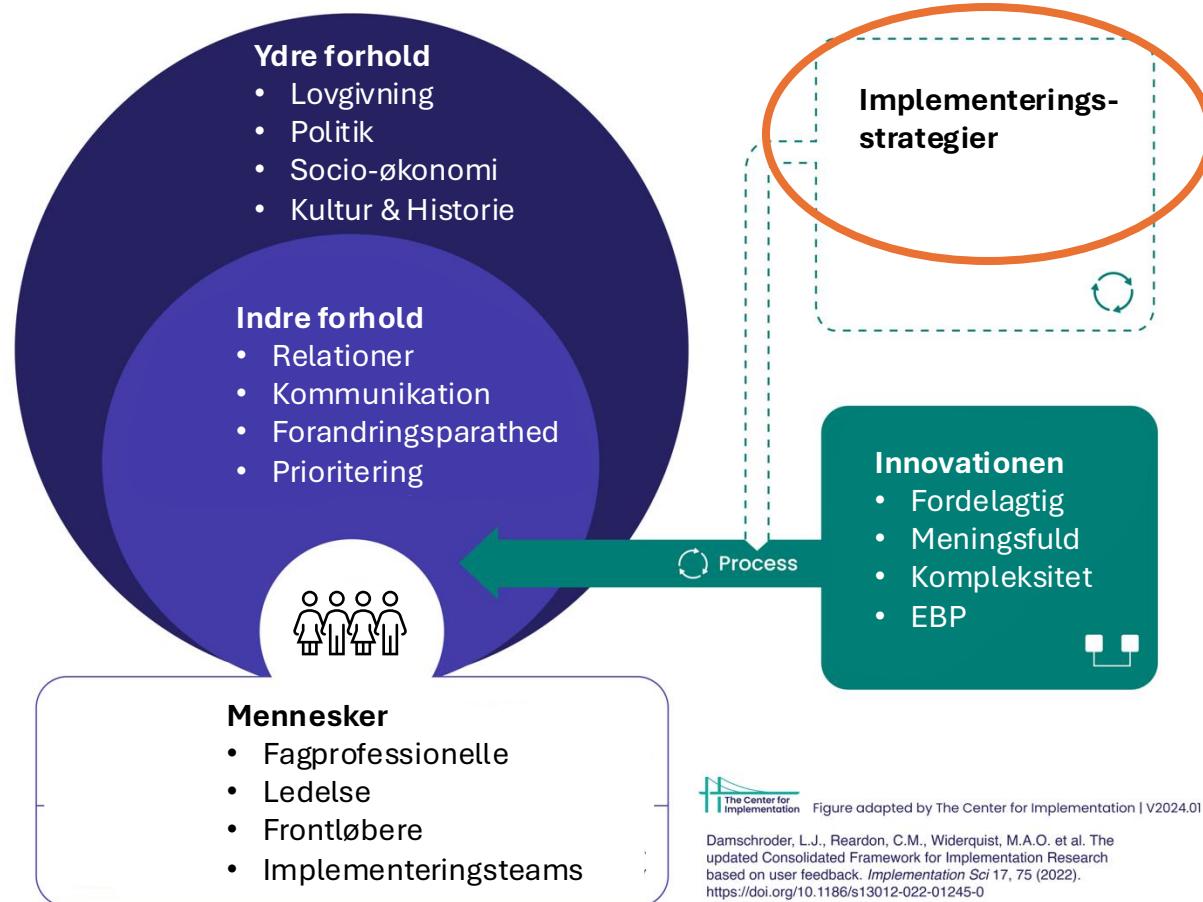
Spørg: Hvad er den
rimelige og
velfungerende
erstatning?

Strategisk Transformativ Implementering: STI

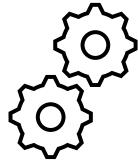


STI – Tre kategorier af Implementeringsstrategier

Consolidated Framework for Implementation Research (CFIR) 2.0

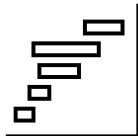


STI – Tre kategorier af Implementeringsstrategier



Processtøtte - få det til at ske

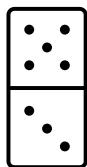
Byg bro mellem udvikling og drift – planlægning, koordinering og ledelse = strategier operationelle i praksis



Kapacitetsopbygning – Mennesker og Organisationer

National ramme + lokal tilpasning – skab fælles standarder, støt lokal læring og kapacitetsopbygning

Planlæg for forankring fra dag ét – træn, støt, engagér, fasthold



Integration – gør det nye til hverdagspraksis

Lær af succeser og skaler dem klogt – brug data, feedback og erfarringsdeling til at justere og brede det virksomme ud

Prioritér gennem af-implementering – fjern systematisk det, der ikke længere skaber værdi, så nye eller justerede løsninger kan finde plads

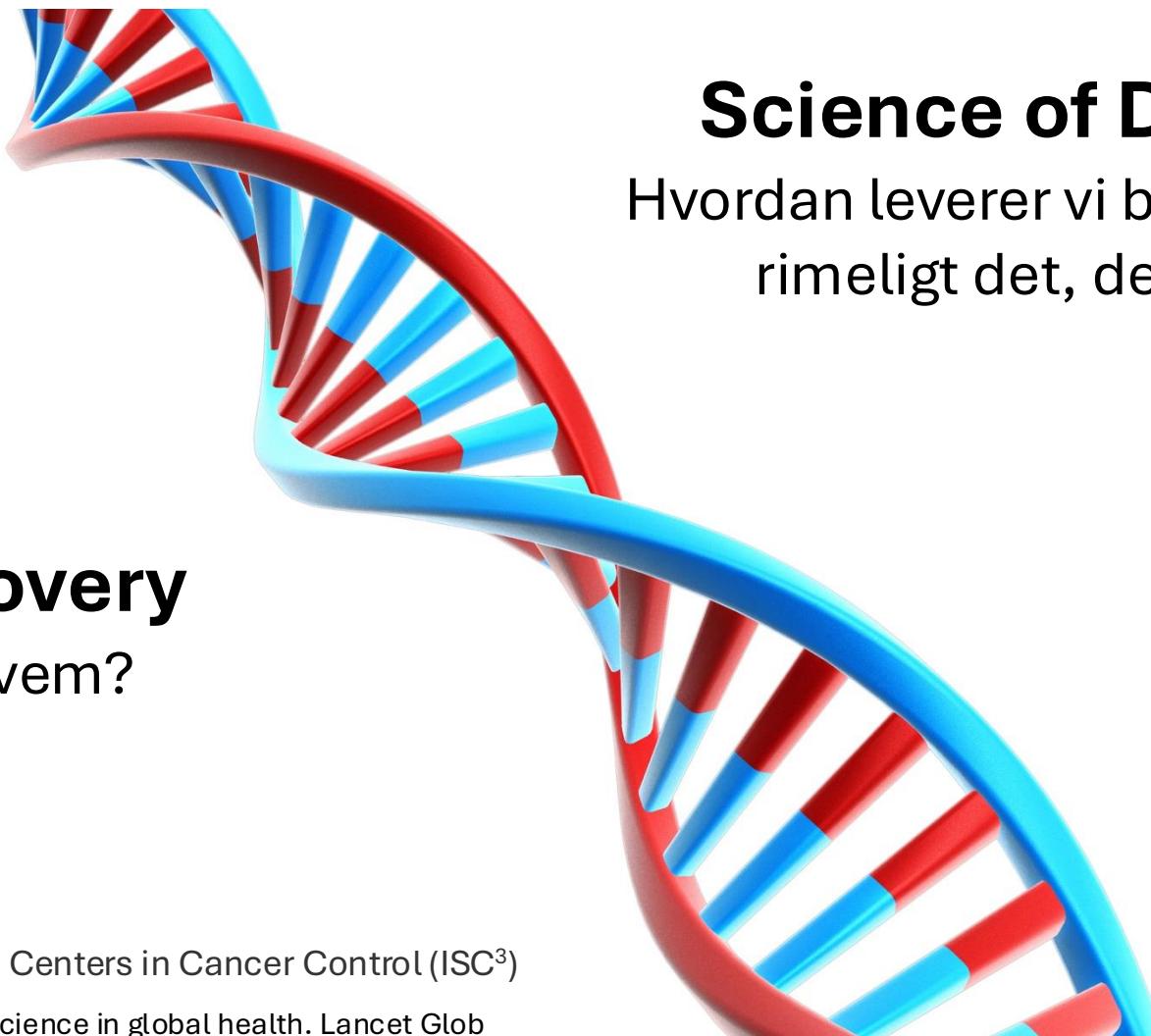
Fælles månelandingsprojekt

Science of Discovery

Hvad virker - og for hvem?

Cancer MoonshotSM, The Implementation Science Centers in Cancer Control (ISC³)

The Lancet Global Health. Implementing implementation science in global health. Lancet Glob Health. 2023 Dec;11(12):e1827. doi: 10.1016/S2214-109X(23)00523-5. PMID: 37973323.



Science of Delivery

Hvordan leverer vi bedst og mest
rimeligt det, der virker?

Billede: Colourbox



God Rejse 😊