

Viewpoint

A framework for effective management of change in clinical practice: dissemination and implementation of clinical practice guidelines

N T Moulding, C A Silagy, D P Weller

Abstract

Theories from social and behavioural science can make an important contribution to the process of developing a conceptual framework for improving use of clinical practice guidelines and clinician performance. A conceptual framework for guideline dissemination and implementation is presented which draws on relevant concepts from diffusion of innovation theory, the transtheoretical model of behaviour change, health education theory, social influence theory, and social ecology, as well as evidence from systematic literature reviews on the effectiveness of various behaviour change strategies. The framework emphasises the need for pre-implementation assessment of (a) readiness of clinicians to adopt guidelines into practice, (b) barriers to change as experienced by clinicians, and (c) the level at which interventions should be targeted. It also incorporates the need for multifaceted interventions, identifies the type of barriers which will be addressed by each strategy, and develops the concept of progression through stages of guideline adoption by clinicians, with the use of appropriately targeted support strategies.

The potential value of the model is that it may enable those involved in the process of guideline dissemination and implementation to direct strategies to target groups more effectively. Clearly, the effectiveness and utility of the model in facilitating guideline dissemination and implementation requires validation by further empirical research. Until such research is available, it provides a theoretical framework that may assist in the selection of appropriate guideline dissemination and implementation strategies.

(*Quality in Health Care* 1999;8:177-183)

Keywords: guidelines; behaviour change theory; conceptual framework

Until recently, there has been little research on the relative merits of dissemination and implementation strategies used to encourage adoption of clinical practice guidelines. However,

evidence now exists that use of an appropriate range of strategies, beyond simple information provision through publication in journals or general mailings, can significantly increase rates of guideline adoption by clinicians.¹

Systematic reviews of the evidence suggest that clinical practice guidelines are most likely to be adopted in practice when dissemination and implementation strategies incorporate several features, including: involvement of end-user clinicians in guideline development; implementation strategies which include a participatory educational intervention; and integration of the guideline into the process of care (for example, re-structuring of medical records).² The most crucial point arising from systematic reviews is that a *multifaceted* dissemination and implementation strategy is much more likely to increase the probability of uptake in practice than reliance upon a single intervention (box 1).³⁻⁵

In view of the efficacy of multifaceted strategies, careful planning of a range of dissemination and implementation interventions appropriate to the clinical setting and particular guideline is important. Theory from social and behavioural science can further our understanding of the interplay of factors which influence practitioners to use guidelines, and help to explain why some dissemination and

- Behaviour change is a process
- Change agents must identify with clinicians' concerns
- It is important to assess stage of readiness to change and the specific nature of barriers to change
- Multiple change strategies are more effective than single ones
- Clinician education must include a focus on knowledge, attitudes, and skill development
- Educative strategies must be interactive and participatory
- Social influence can be a powerful behaviour change facilitator or inhibitor
- Environmental support is crucial to the initiation and maintenance of change

Box 1 Key theoretical concepts for encouraging and maintaining guideline adoption

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Dissemination Of Clinical Practice Guidelines A Content

Richard M. Rosenfeld



Dissemination Of Clinical Practice Guidelines A Content:

Effective Dissemination of Clinical and Health Information ,1994 **Guidelines for Clinical Practice** Institute of Medicine,Committee on Clinical Practice Guidelines,1992-02-01 Guidelines for the clinical practice of medicine have been proposed as the solution to the whole range of current health care problems This new book presents the first balanced and highly practical view of guidelines their strengths their limitations and how they can be used most effectively to benefit health care The volume offers Recommendations and a proposed framework for strengthening development and use of guidelines Numerous examples of guidelines A ready to use instrument for assessing the soundness of guidelines Six case studies exploring issues involved when practitioners use guidelines on a daily basis With a real world outlook the volume reviews efforts by agencies and organizations to disseminate guidelines and examines how well guidelines are functioning exploring issues such as patient information liability costs computerization and the adaptation of national guidelines to local needs **Handbook on Communicating and Disseminating Behavioral Science** Melissa K. Welch-Ross,Lauren G. Fasig,2007-10-03 The Handbook on Communicating and Disseminating Behavioral Science assembles for the first time in a single volume research scholarship and practices from across relevant disciplines and professions to give a coherent picture for both students in the classroom and scholars Designed as both a text and a handbook it provides insights into the main actors contemporary themes and approaches key challenges and the broader conditions that influence whether and how the work occurs Contributors include behavioral scientists journalism and communication scholars mass media reporters editors and producers from print television and radio representatives of think tanks and advocacy organizations and professional communicators from a university a scientific society and a national social issue campaign All bring an accomplished record of sharing behavioral science to inform policy mass media service professions and the public Though scholarly the book brings together leading authorities who are both doers and thinkers to offer insights into how the work is done and to illuminate the underlying conceptual and empirical issues The book also advances the dissemination and communication of behavioral research as an area of scientific inquiry in its own right one that holds vast opportunities for the field of behavioral science Contributors offer recommendations for programs of research that should be at the top of the research agenda As a book of core readings written to be accessible to both professionals and students the book is poised to be a staple of any serious attempt to introduce behavioral scientists to key issues in communicating and disseminating behavioral science and to advance their capacity to understand and conduct the work It is also an unrivaled resource for student and professional science communicators seeking to learn more about the challenges of communicating behavioral research *Research Activities* ,1994 *Effective Dissemination of Health and Clinical Information to Consumers* ,1995 *Effective Dissemination of Health and Clinical Information and Research Findings* ,1992 *Clinical Practice Guideline* ,1994

Clinical Practice Guidelines Institute of Medicine,Committee to Advise the Public Health Service on Clinical Practice

Guidelines,1990-02-01 The Alberta clinical practice guidelines program is supporting appropriate effective and quality medical care in Alberta through promotion development and implementation of evidence based clinical practice guidelines

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knowledge and resources In order to provide the most effective healthcare possible the activities of teams of health professionals have to be coordinated through well designed processes centered on the needs of patients For information systems to be accepted and used in such an environment they must balance standardization based on shared medical knowledge with the flexibility required for customization to the individual patient Developing innovative approaches to design and build evidence based careflow management systems is essential for providing the knowledge management infrastructure of health care organizations that seeks to increase performance in delivering high quality care services by efficiently exploiting available resources Parallel challenges arise in the organization of research at the biological and clinical levels where the focus on systematically organizing and supporting processes of scientific inquiry by novel informatics methods and databases are in their very early stages These Proceedings of Medinfo 2004 demonstrate the base of knowledge medical informatics professionals will collectively draw upon in the years ahead to meet these challenges and realize opportunities

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