

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

**United States. Congress. House.
Committee on Veterans' Affairs**



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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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The Department of Defense and Department of Veterans Affairs United States. Congress. House. Committee on Veterans' Affairs, 2006

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Hamdan,2017-03-21 Translating the realities of healthcare reform and healthcare costs into competitive hospital practice is the goal of this accessible jargon free guide Taking its cue from Michael Porter s highly regarded business strategies it offers a sound framework for hospitals looking to develop efficient patient centered service delivery identifying keys to clinical administrative and marketing success The book organizes business and clinical priorities where they intersect so that physicians throughout healthcare systems can understand their role in building and sustaining innovation and leverage their strengths and system resources toward meeting patient needs In addition chapters review eight core strategic tools describe possibilities for their implementation and provide in depth findings on Porter s methods as used in a diverse group of hospitals across Lebanon Included in the coverage Porter s strategies in health care cost leadership versus differentiation strategy Sources of competitive advantage How to prepare an organization for innovation Strategic framework in a hospital setting Application of Porter s strategies in Lebanese hospitals Correlation between type of strategy and performance A well designed blueprint for enhancing patient satisfaction and system cost effectiveness Strategic Thinking in a Hospital Setting is aimed at both frontline physicians in practice and those assuming administrative positions in healthcare facilities and in hospital settings in particular

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Services, Education, and Related Agencies Appropriations for 1994 United States. Congress. House. Committee on Appropriations. Subcommittee on the Departments of Labor, Health and Human Services, Education, and Related Agencies,1993 **Departments of Labor, Health and Human Services, and Education, and Related Agencies**

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