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Institute für Implementation Science in Health Care
Zentrum Klinische Pflegewissenschaft



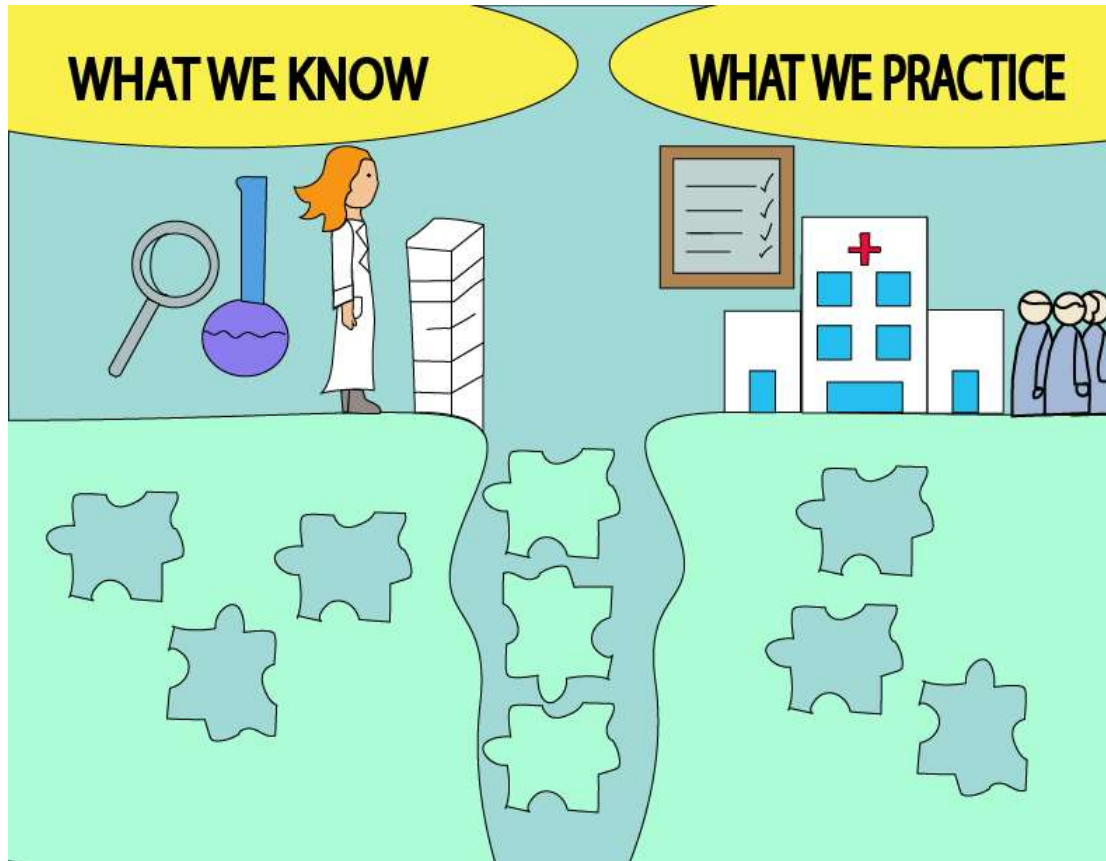
Doing what counts: Effektive Umsetzungsprozesse gemeinsam gestalten

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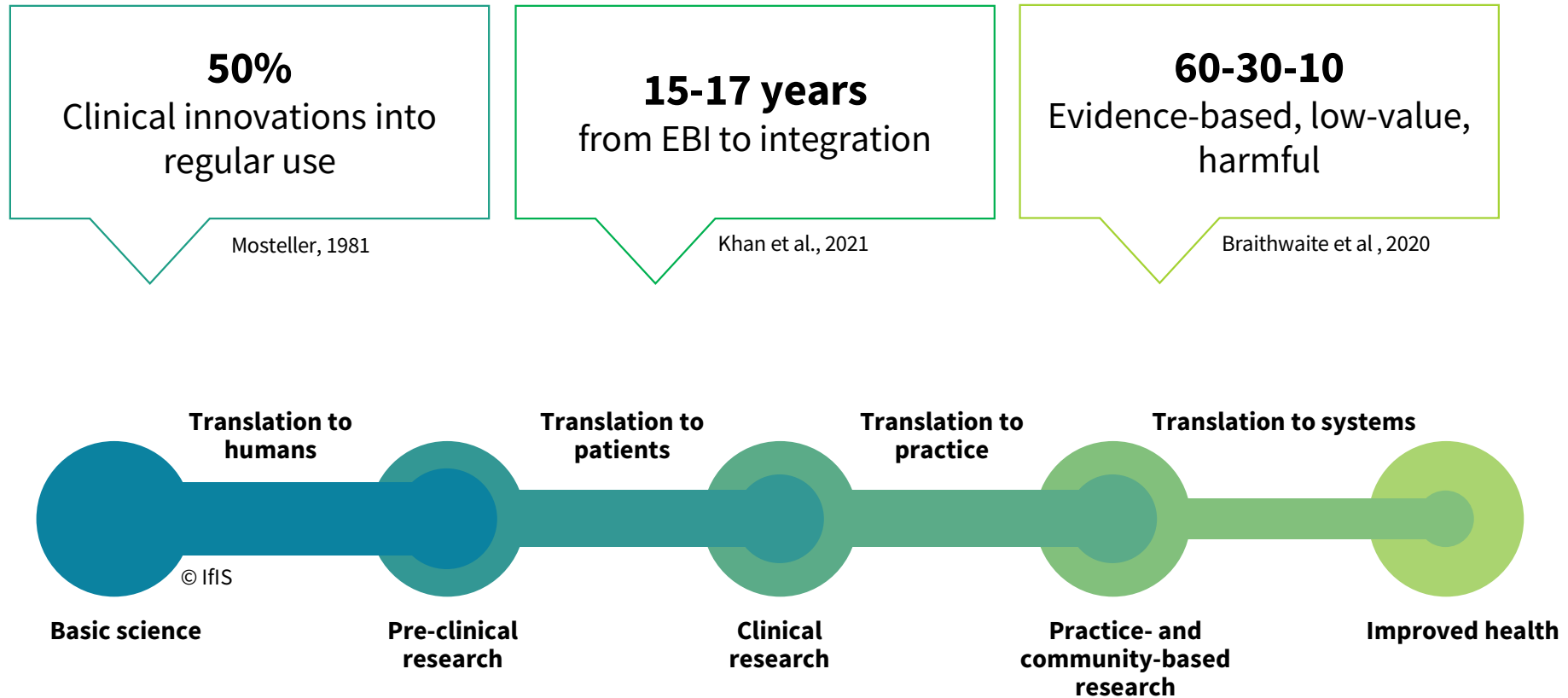
CIRNET-Tagung 2025, 13. November 2025, Alterszentrum Hottingen, Zürich und online

The «five million dollar» question in health care: How do we prevent and close know-do gaps in practice?



<https://activeagingrt.ca/bridging-the-know-do-gap-in-research/>

The gap: How serious is it?

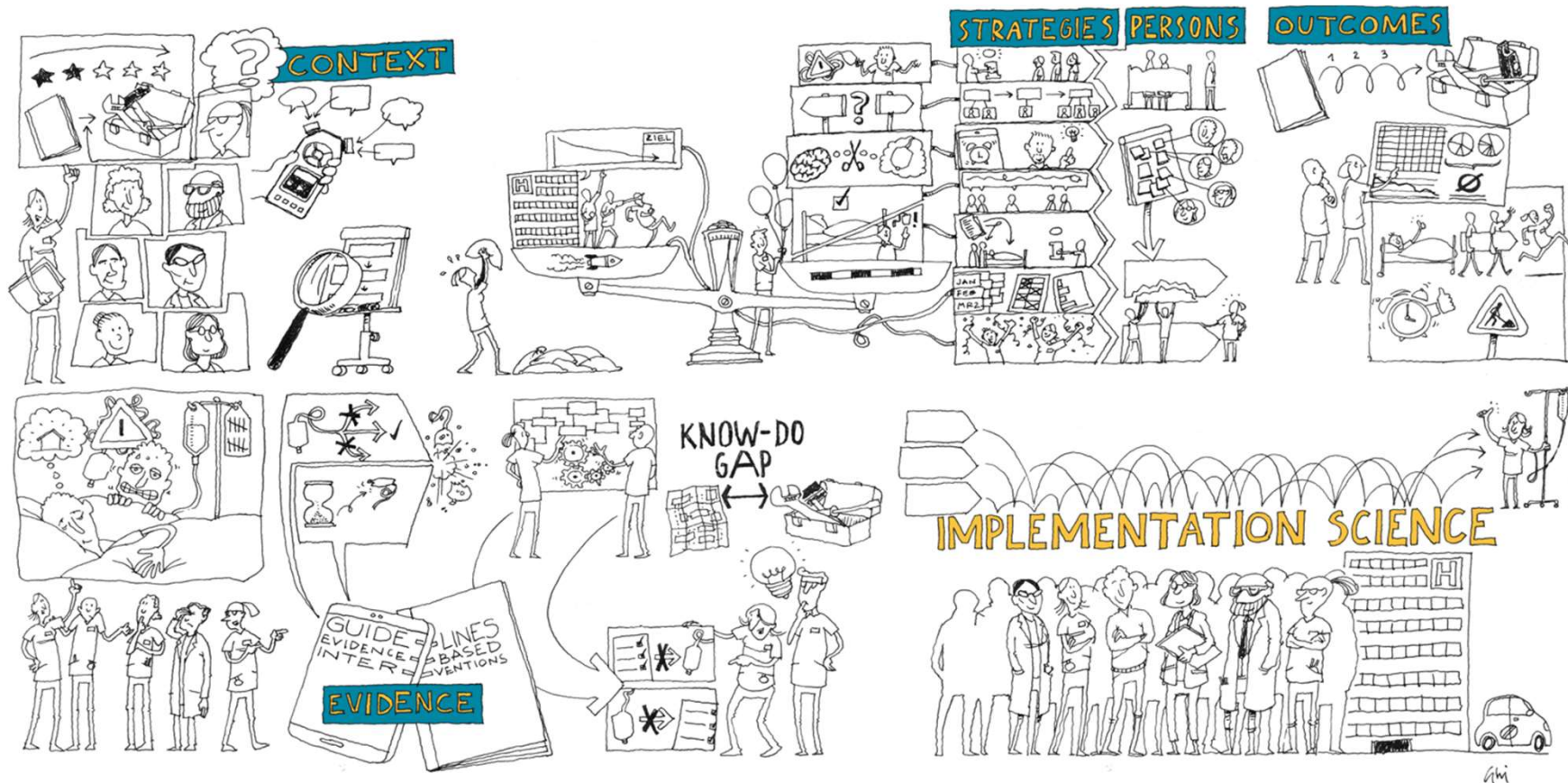


Braithwaite et al., 2020, *BMC Med*, <https://doi.org/10.1186/s12916-020-01563-4>
Khan et al., 2021, *Cancer Causes & Control*, <https://doi.org/10.1007/s10552-020-01376-z>
Morris et al., 2011, *J R Soc Med*, <https://pubmed.ncbi.nlm.nih.gov/22179294/>

The answer: Implementation science and practice

[Pencast Implementation Science - Deutsch](#)

[Pencast Implementation Science - English](#)



Implementation Science

Is the **scientific study of methods** to promote the systematic integration of research findings and evidence-based practices into care delivery and the de-integration of low value care.

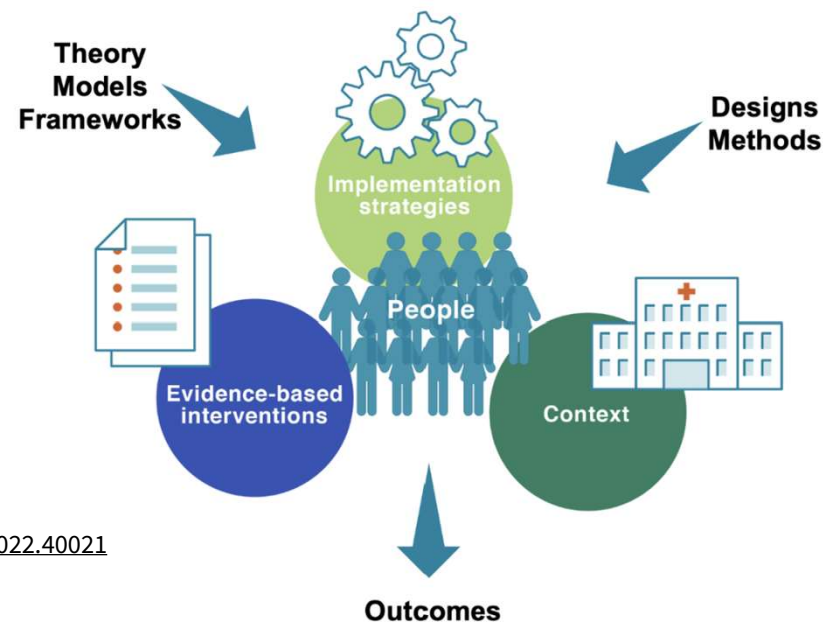
<https://www.ifis.uzh.ch/de/Implementation-Science/Ansatz-am-Institut-f%C3%BCr-Implementation-Science.html>

Implementation Practice

... is the **application of evidence emerging from implementation science** by people (...) to meet the unique needs of communities and people and to improve outcomes.

<https://nirn.fpg.unc.edu/practicing-implementation/implementation-practice>

Core elements



Albers et al., 2022, <https://doi.org/10.57187/smw.2022.40021>

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What are effective implementation processes / strategies

What are implementation (or change) strategies? (1)

“Methods or techniques used to enhance the adoption, implementation, and sustainability of a clinical program or practice.”

They can be discrete (single action) or multifaceted (combined actions), single- or multilevel (i.e. system, team, individual).

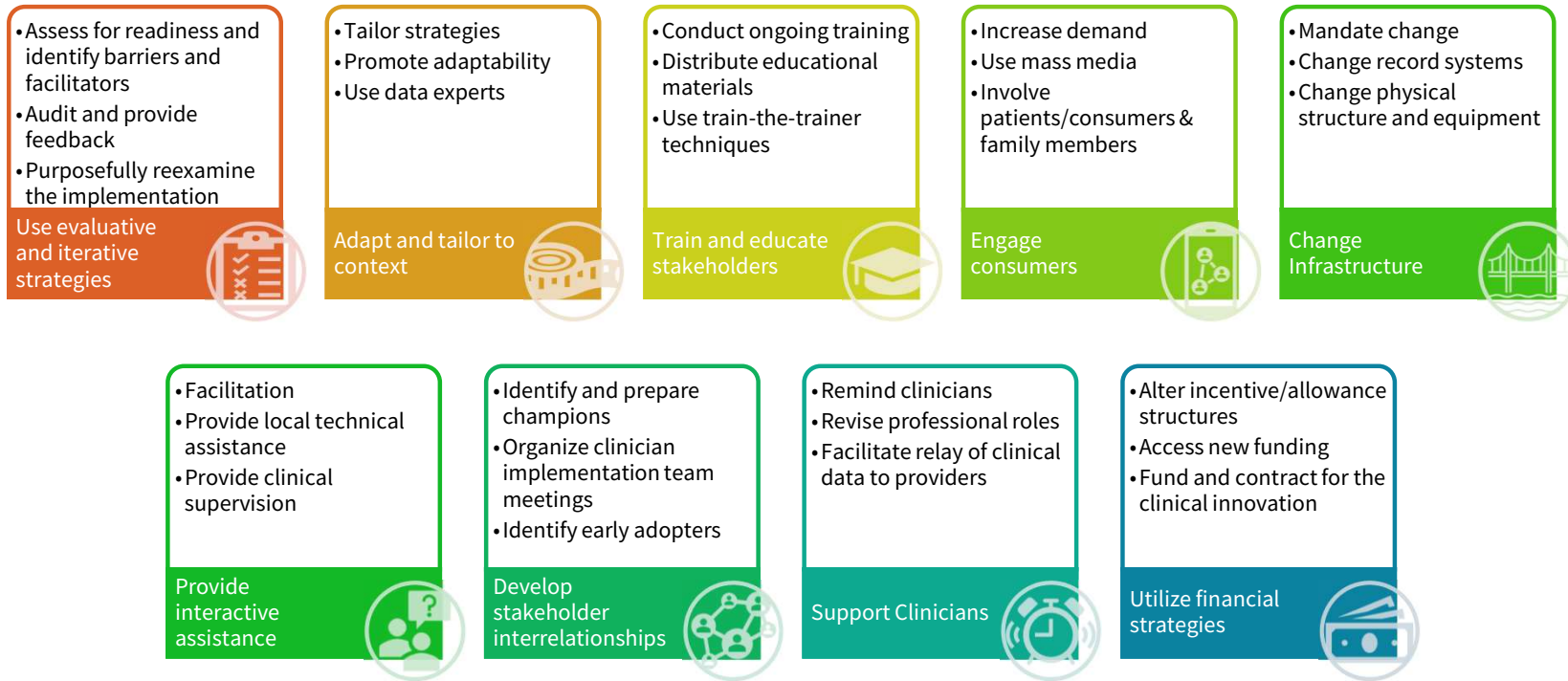
Most often, they come in packages, bundles, or as toolkits and manualized programmes.



Proctor et al., 2013, <https://doi.org/10.1186/1748-5908-8-139>

What are implementation (or change) strategies? (2)

ERIC - Expert Recommendations for Implementing Change



Waltz et al., 2015, <https://doi.org/10.1186/s13012-015-0295-0>

What do we know about the effectiveness of implementation strategies?



Multifaceted, multilevel approaches tend to be more effective than using one discrete strategy at one level (for example staff training as a stand alone change strategy).



Strategies that are likely to be effective

- Educating and training activities
- Providing support, coaching & facilitation
- Having an audit and feedback process in place
- Tailoring to local contexts



It depends!

- What works how with whom in which situations?
- Is tailoring really effective?
- Which strategies translate into improved health outcomes?

Ashcraft et al., 2024, <https://doi.org/10.1186/s13012-024-01369-5>

Baker et al., 2015; <https://doi.org/10.1002/14651858.CD005470.pub3>

Boaz et al., 2024, <https://doi.org/10.1186/s13012-024-01337-z>

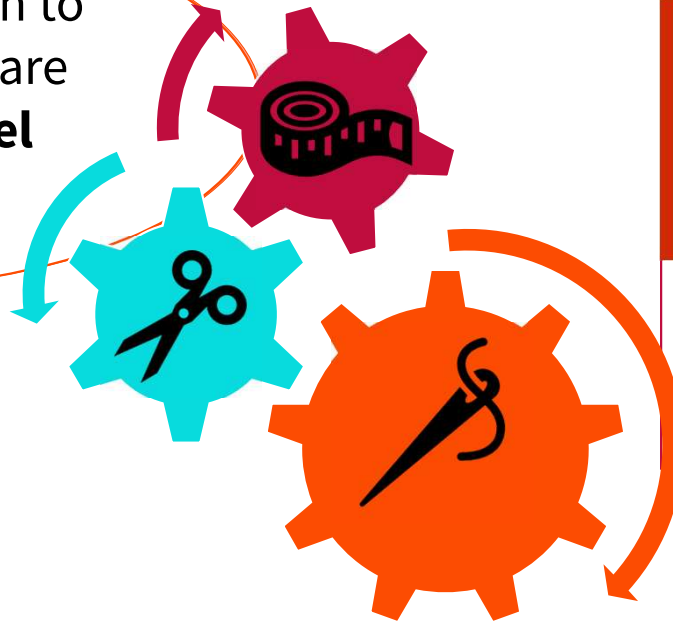
Fontaine et al., 2024, <https://doi.org/10.1186/s13012-024-01398-0>



How does effective implementation **work** **in theory?**

What is the gold standard for designing implementation processes?

Most used approach to
change in health care
ISLAGIATT model
(Martin Eccles)



**THERE IS A
METHOD TO THE
MADNESS**

such as:
intervention mapping, concept
mapping, group model building,
conjoint analysis

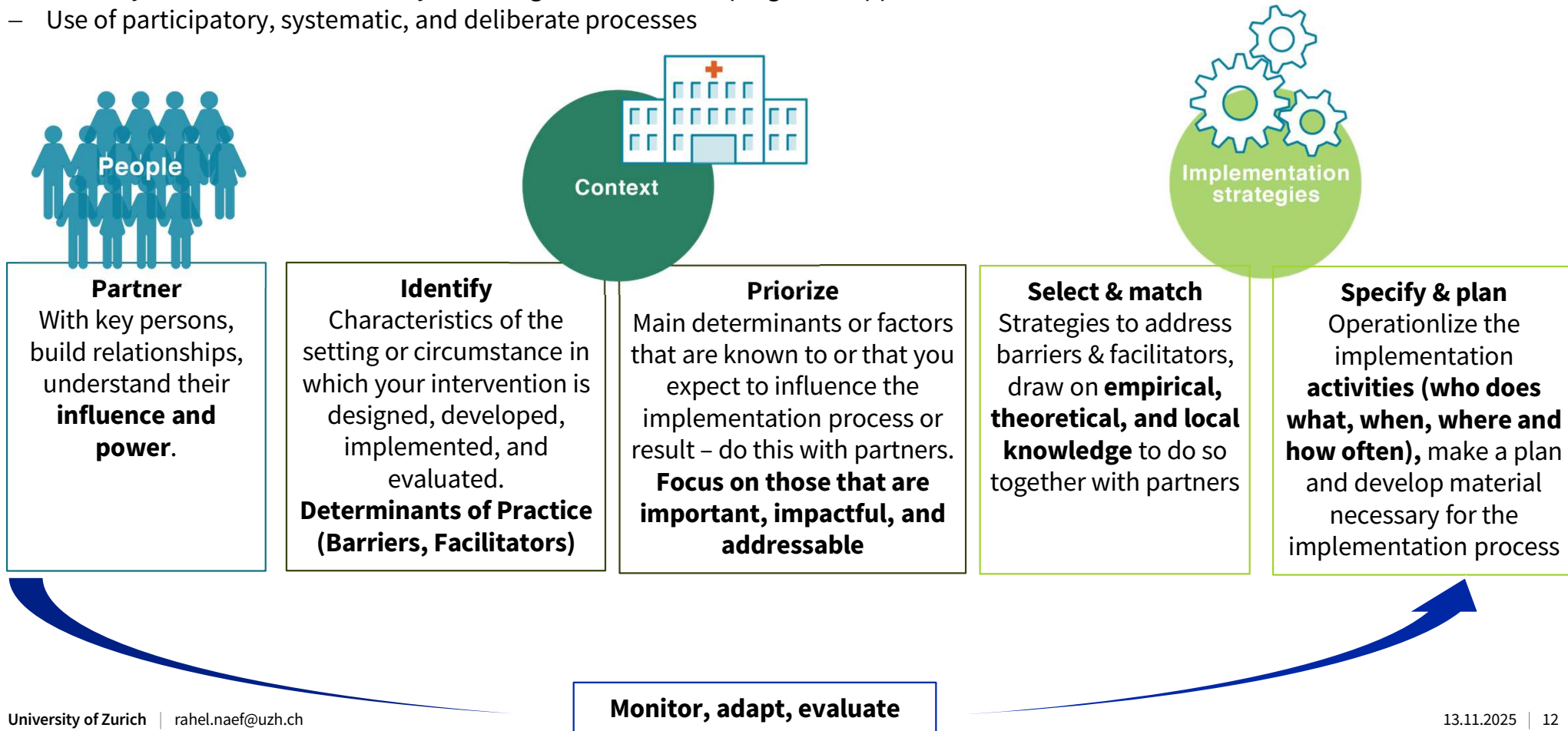
Tailoring

The process of prospectively **adjusting or matching** implementation strategies to **contextual conditions** to enhance the likeliness of a successful uptake and use of evidence in routine health care.

Powell et al., 2017, <https://doi.org/10.1007/s11414-015-9475-6>

How do I design an effective implementation process?

- Diversity in methods and intensity – from rigorous studies to pragmatic approaches.
- Use of participatory, systematic, and deliberate processes



How does effective implementation **work** **in practice?**

BEST for Family Project

Tailored implementation of evidence-informed family end-of-life and BEreavement Support in acute palliative care: A mixed-methods study with health professionals and family members.

Project Team

Rahel Naef
Torsten Schwalbach
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David Blum
Hannah Schlau

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hoch Health
Ostschweiz

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A multiphase – multimethod implementation science project

Implementation mapping

Identify & adapt evidence

- Review of literature & clinical guidance
- Co-design workshops & consultations

Understand contextual determinants

- Qualitative study guided by CFIR
- Focus group interviews
- Inductive content analysis

Design implementation approach

- Core group meetings
- Implementation plan

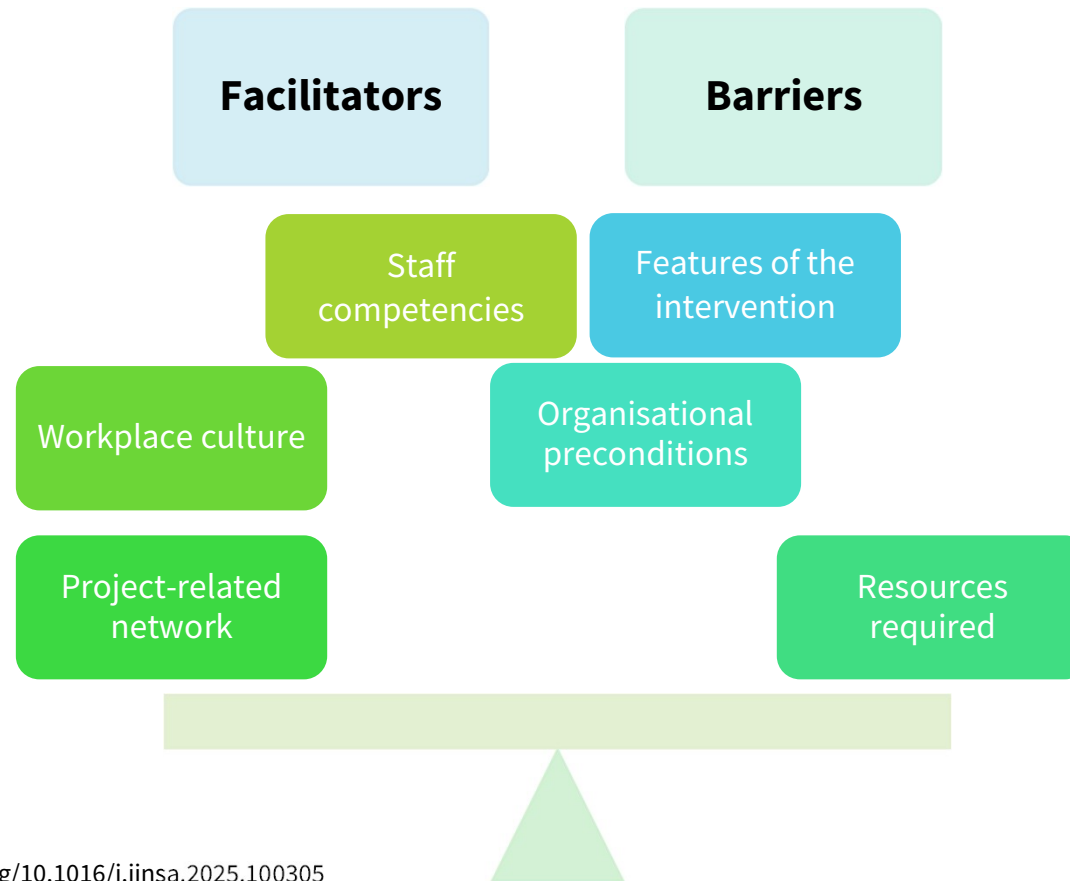
Implement & evaluate

- Pre-mid-post study with palliative care staff (mixed-methods)
- Post-only study with bereaved family members (mixed—methods)

CFIR = Consolidated Framework for Implementation Research

Kohler et al., 2025, *IJNSA*, <https://doi.org/10.1016/j.ijnsa.2025.100305>

Understanding context: Assessing barriers & facilitators



Kohler et al., 2025, *IJNSA*, <https://doi.org/10.1016/j.ijnsa.2025.100305>

Selecting & matching Implementation strategies

Determinants	Implementation activities
Features of the intervention	Designing an integrable, adaptable pathway with practicable and easy-to use tools
Staff competencies	Education and training: Kick-off meetings, workshops, eLearning, peer-to-peer coaching
Necessary resources	Create a bereavement support team and reorganise workflow
Workplace culture	Capitalize on palliative care culture, work with team philosophy
Organisational preconditions	Engage leaders, collaborate with different services
Project-related network	External implementation support, community of practice, monitor implementation progress

Kohler et al., 2025, *IJNSA*, <https://doi.org/10.1016/j.ijnsa.2025.100305>

Specification & plan

Implementation success = 70% of bereved families are reached.

- Multifaceted, two-level implementation strategy (n=16)
- Specification of each implementation strategy

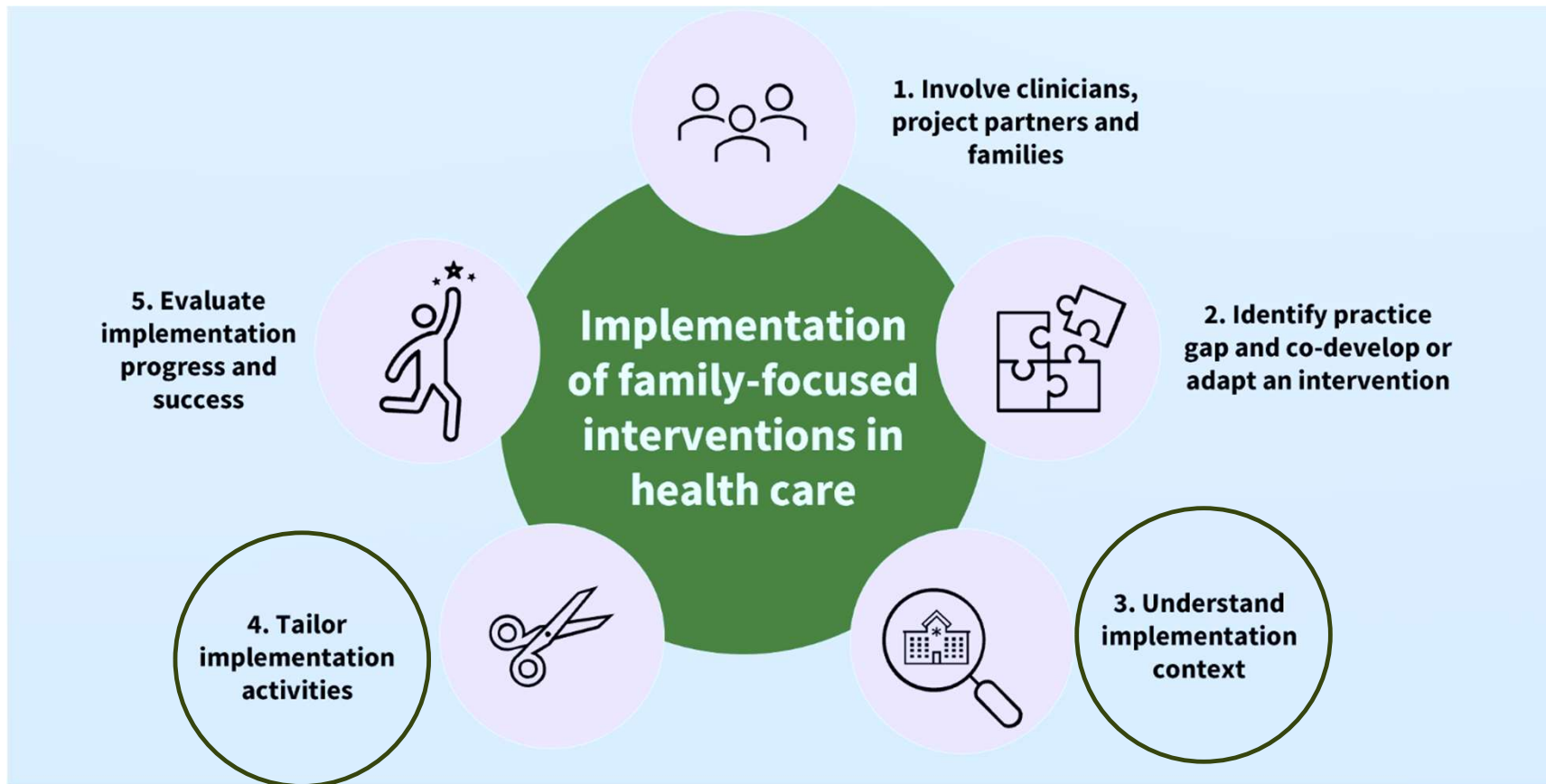
Example: eLearning

Name: eLearning		
Definition: Es steht ein eLearning zur Verfügung, welches den evidenzbasierten Versorgungspfad für PC-Fachpersonen einführt, erklärt und veranschaulicht.		
Ziel: PC-Fachpersonen wissen, wie eine evidenzbasierte Betreuung und Nachsorge aussehen. Der Versorgungspfad ist zugänglich erklärt.		
Akteur (wer)	Aktion (was)	Kontext (wo)
Alle Mitarbeitende der PC plus mitarbeitende, zugewandte Einheiten (siehe Punkt 2)	Alle bestehende sowie neu eintretende Fachpersonen absolvieren das eLearning	Intranet der Spitäler
Zeitpunkt (wann)	Zeitbedarf (ohne Entwicklung)	Dosis / Frequenz
Umsetzungsphase (ab Februar 2024)	Pro PC-Teammitglied 5-10 min	einmalig



Kohler et al., 2025, *IJNSA*, <https://doi.org/10.1016/j.ijnsa.2025.100305>

A five-step implementation approach



Oesch, Schwalbach et al., 2024, *ZEFQ*, 190-191, <https://doi.org/10.1016/j.zefq.2024.09.003>

Take home messages

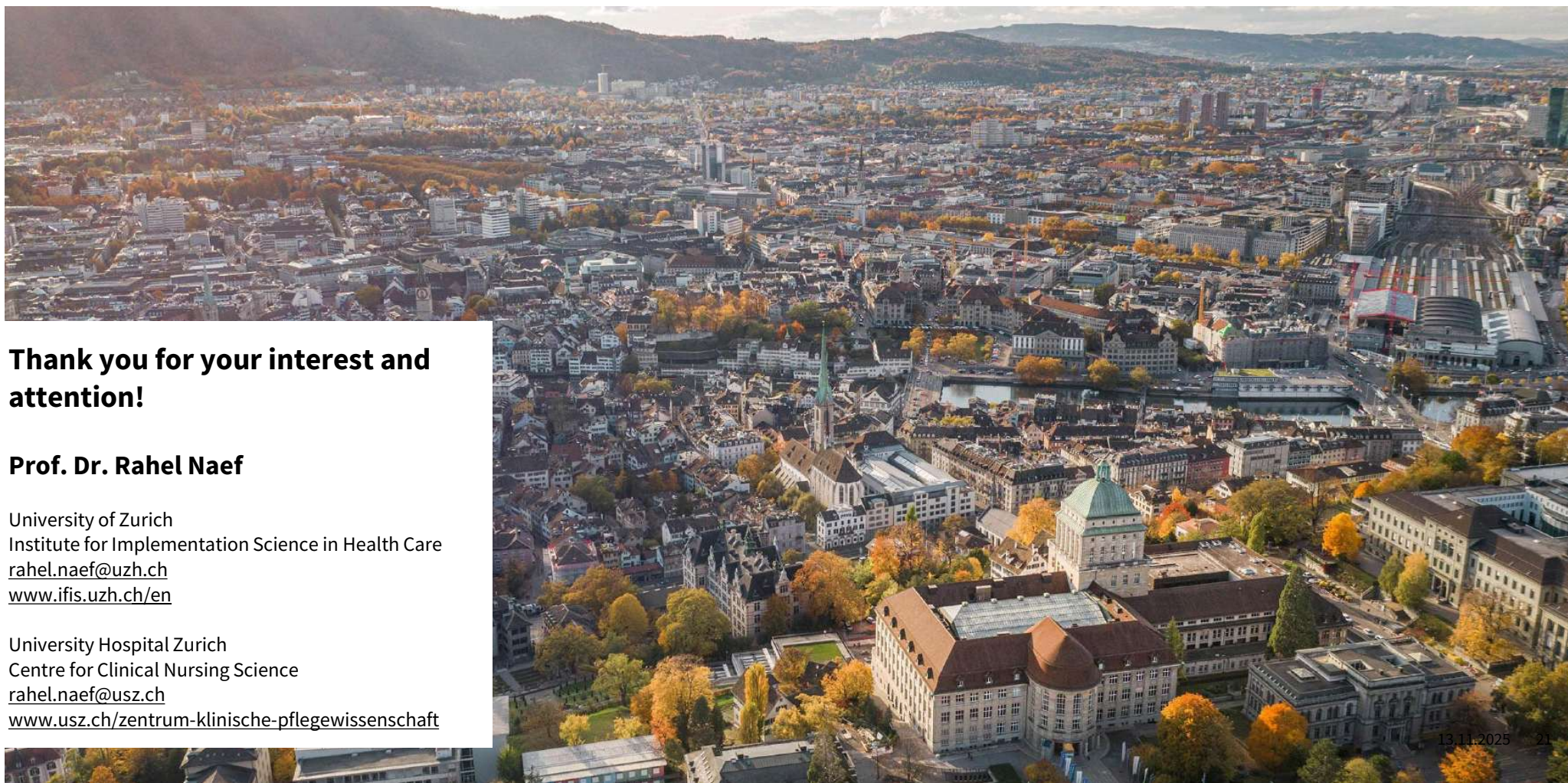
- Preventing or closing know-do gaps in health care is **doing what counts for patient safety**.
- **Implementation science and practice are part of the solution** to reduce research waste and low-value care and to ensure patient, family, system impact of research.
- The **gold standard in designing implementation processes** includes:
 - Partnering with key persons.
 - Understanding the context, incl. barriers / facilitators.
 - Selecting and matching strategies or activities, follow by operationalizing and planning.
 - Monitoring, evaluating, and adapting.
- Insights on the **effectiveness on implementation strategies** are evolving.
- We need to build **capacity for systematic, effective, and impactful implementation processes** to ensure patient safety and quality.





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**Thank you for your interest and
attention!**

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