#1 Understand the needs	#2 Explore the Idea	#3 Develop the product/ service	#4 Implement the work	#5 Scale the potential

4.1 Facilitate implementation

[↗] **4.2 Evaluate impact and improve solution**
[↗] **4.3 Communicate benefits in order to scale**

What?

Facilitating implementation addresses how the new product/service is introduced or initiated into practice to improve the chances of success, which oftentimes requires facilitation. Facilitation is therefore a technique a person or an organization uses to offer others the support required to change their attitudes, habits, skills or ways of thinking and working.

Why?

This phase is important in order to seamlessly translate evidence based research findings or innovations into adoption and use in a sustainable manner. Sustainability in this context refers to the maintenance of health benefits over time. It is thus important that users, such as health care staff understand, own and are motivated to bring about the required changes by facilitating them specifically in the initial phase.

How?

Promoting Action on Research Implementation in Health Sciences framework (PARiHS)
We propose the PARiHS framework which provides a way to implement research into practice. It highlights three factors that determine research use, namely evidence (E), context (C) and facilitation (F). "Specifically, the PARiHS framework proposes that successful implementation of research in practice is a function of the relation between the nature of the **evidence**, the **context** in which the proposed change is to be implemented and the mechanisms by which the change is **facilitated**".

In other words; SI = f (E, C, F), where SI=successful implementation, E=evidence, C=context, F=facilitation and f=function of.

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Steps for applying the tool

Evidence

This is meant to assess the nature and strength of the evidence and its potential for implementation.

- Translate and adapt the research evidence so that it makes sense in the local context.
- Involve the target users in any necessary decisions concerning the evidence
- Make use of existing data such as the user or local community stories, knowledge of the organizational culture and evaluation data to beef up the evidence.

Context

This refers to the environment or setting where the proposed change is to be implemented.

- Take time to understand the prevailing culture, leadership roles and the organization's approach to evaluation.
- Indicate the relevance of the innovation to the organization
- Ensure that the innovation fits into the organizational structures and procedures as this influences adoption (organizational fit).
- You need to prepare, appropriately allocate, target and manage adequate resources for the required implementation activities.
- Take care to select the most appropriate implementation strategies.

(for Context – use your insights from tool 1.4)

Facilitation

Facilitation is the type of support needed to help people change their attitudes, habits, skills, ways of thinking and working. The role of the facilitator in this case is to help people understand what they have to change and how to change it in order to achieve the desired outcome.

The facilitator can take a 'doing for others' role (more discrete, practical, technical and task driven) or an 'enabling and empowering' role that is developmental and seeks to mentor and support others in their learning and change processes. It all depends of the nature of the innovation and the context.

Important to note is that;

- Facilitation skills are acquired or developed through experiential learning and getting facilitation competencies. Therefore training is paramount.
- Facilitation is a knowledge translation strategy which must be carefully implemented.
- Facilitation seeks to mentor and offer support to others in their learning and change processes.

As a facilitator or organization facilitating implementation, here is what you need to know about the facilitation role.

- Personal characteristics- As a facilitator you should have the appropriate skills, knowledge and attributes
- Role characteristics- As an organization ensure that the facilitation role is clear
- Facilitation style- As a facilitator, your facilitation styles need to be flexible and variable. In addition the style should be consistent and appropriate.

However, the success of your implementation will be dependent on how strong or weak your evidence, context and facilitation is. Below is a table showing examples of weak and strong sub elements. These can be good pointers in your chase to successful implementations.

Factor	Sub-elements	Strong	Weak
Evidence	Research evidence	RCTs, evidence-based guidelines	Anecdotal, descriptive
	Clinical experience	Consensus	Expert opinion divided
	Patient preferences and experiences	Partnership with patients	Patients not involved
Context	Culture	Learning organization, patient-centered	Task driven, low morale
	Leadership	Clear roles, effective organization	Poor organization, diffuse roles
	Evaluation	Routine audit and feedback.	Absence of audit and feedback
Facilitation	Characteristics (of the facilitator)	High respect, credibility, empathy	Low respect, credibility, empathy
	Role	Clear roles	Lack of role clarity
	Style	Flexible, consistent	Inflexible, sporadic

Resources/Sources:

1. PARiHS framework for implementing research into practice:
   https://www.nccmt.ca/knowledge-repositories/search/85
2. Kitson AL, Rycroft-Malone J, Harvey G, McCormack B, Seers K, Titchen A. Evaluating the successful implementation of evidence into practice using the PARiHS framework: theoretical and practical challenges. Implementation science. 2008 Dec;3(1):1-2.

Additional models that can be used to facilitate evidence based implementation
3. https://impsciuw.org/implementation-science/research/frameworks/
4. Consolidated Framework for Implementation Research (CFIR)
   https://onlinelibrary.wiley.com/doi/full/10.1002/lrh2.10201
5. Practical, Robust Implementation and Sustainability Model (PRISM)
   https://pubmed.ncbi.nlm.nih.gov/31170296/
6. RE-AIM (Reach, Effectiveness, Adoption, Implementation, Maintenance) and CFIR (Consolidated Framework for Implementation Research)
7. https://pubmed.ncbi.nlm.nih.gov/32195217/

← **3.4 Set up an implementation plan**   **4.2 Evaluate impact and improve solution** →