

IRIS Insights

A framework to evaluate the everyday realities of healthcare when introducing change

Summary:

Historically, change agents (i.e. researchers, healthcare professionals, policymakers) have adopted a one size fits all approach to implementing change. However, due to the **unpredictability** and **complexity** of healthcare, this standardised approach often fails because it overlooks the unique characteristics of each setting. This research addresses this issue by developing an **accessible framework** to account for the **everyday realities** of practice (1).

The Problem:

Healthcare organisations and their teams are **complex** entities, characterised by dynamic changing inter-relationships.

Introducing change to these complex healthcare settings is noted to be challenging with, on average, a **17-year time gap** between the generation of evidence and the implementation of change into routine practice (2).

The poor uptake of evidence into routine practice has been attributed to a range of individual, organisational, and policy-level factors. **Context** represents these normal, everyday features of practice that shape a health system's, organisation's, and team's capacity to implement change. Despite its noted importance, context is **poorly understood** with a lack of consensus regarding how it should be reported (3).

Study Aim:

Develop a **practical method** to account for the active role of context when introducing change in healthcare practice (1) (Figure 1 summarises the contextual factors included in the framework).

Summary of Research Findings:

The context coding framework:

- facilitates change agents to document an often-neglected area of study, the influence of context.
- provides a practical method that generates actionable and detailed findings.
- provides change agents with a method of weighing the possible influence of various factors prior to implementation and monitors their effect over time.
- identifies variations in context across settings (e.g. leadership style), enabling change agents to tailor their strategies to improve their fit with the context(s) of interest.

Implications:

If future change agents employ the context coding framework, the **complex realities** impacting the implementation of change can be **better understood** prior to and throughout the implementation process. This knowledge assists with preparing **tailored** protocols to support **sustainable change**.

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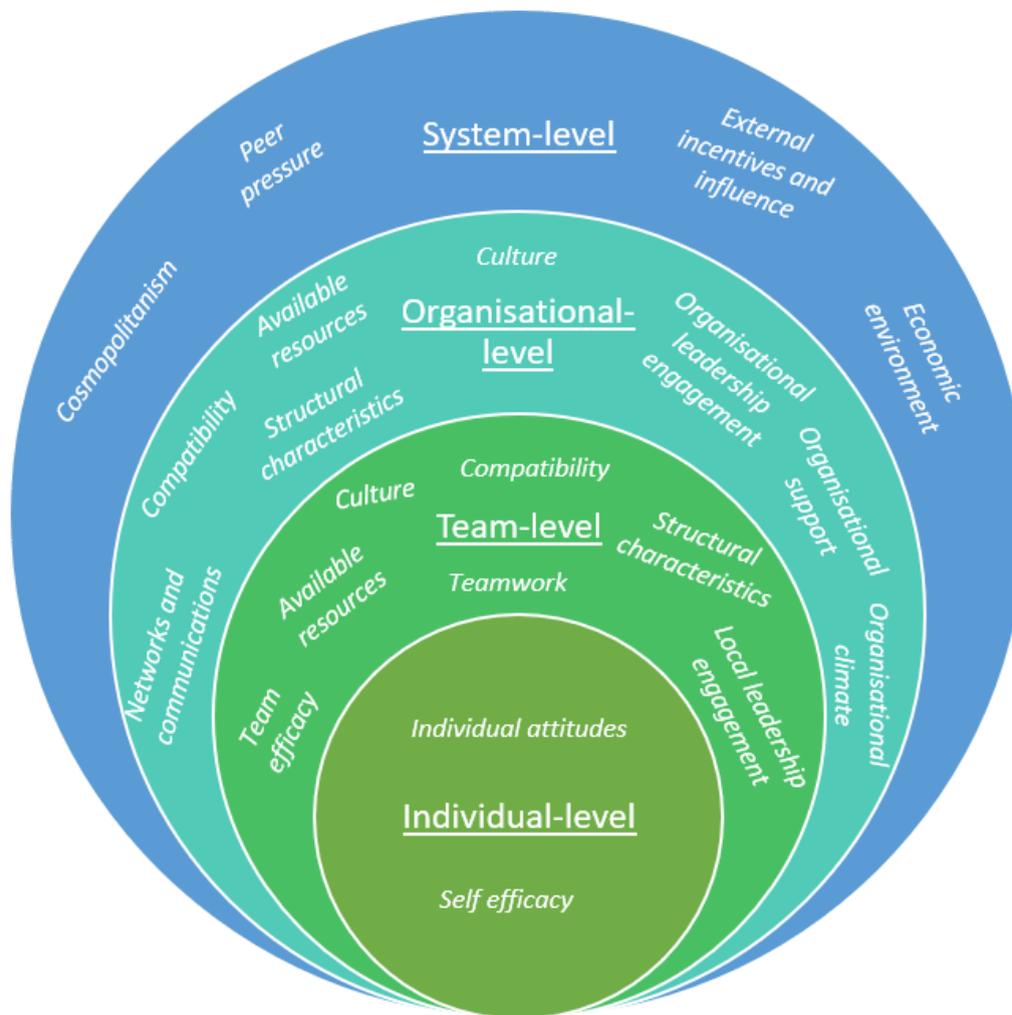


Fig. 1. Factors included in the context coding framework

<https://tinyurl.com/contextcodingframework>

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References:

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