

### **103: IMPLEMENTING INNOVATIONS IN HEALTH CARE ORGANIZATIONS: ENHANCING AND IMPEDING FACTORS?**

**Authors:**

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**Objective:**

Analyses of enhancing and impeding factors in implementing innovations in health care organisations

**Methods:**

A systematic review of the literature was conducted (period 1990 – 2000) related to enhancing and impeding factors. The following databases were searched: Medline, Healthpromise, Healthstar, Combined Health Information Databases, Psychlit, Eric and Sociological Abstracts. Included studies met the following criteria: 1) empirical studies on implementation, 2) innovations concerning behavior change of health care providers, 3) organizations with 10 or more practitioners.

In addition, a Delphi study was carried out among 40 implementation experts, presenting the factors found in the literature. The experts were asked, whether they recognised the factors as important and what they thought the influence of the factors was (enhancing or facilitating). The experts were asked to motivate the answers. A summary of the answers was anonymously sent to the participants, with additional questions.

**Results:**

In total, 2239 titles were collected of which 57 were included on the basis of the inclusion criteria. To analyse the studies, a framework was used, which integrates determinants of implementation, implementation strategies and outcomes of implementation. The factors were divided into three main categories, related to: the organisation and environment; the care provider; and the innovation itself. The analyses revealed 52 factors, most of them relating to the organisation or the care provider. The included study revealed some methodological problems. For example, there was an enormous variety in outcome measures (measurement of the extent of implementation was measured). Furthermore, implementation strategies were used, which were not based on a thorough analysis of determinants. Both issues have an impact on the factors found in studies.

After three rounds in the Delphi study, consensus was reached among the experts on nearly all 52 factors. The list of enhancing and facilitating factors will be outlined during the congress, as well as the methodological problems in implementation studies.

**Conclusions:**

There are relatively low numbers of empirical studies related to the enhancing and impeding factors associated with implementing innovations in health care organizations. Nevertheless, we found a long list of factors influencing implementation of innovation. This list gives an overview of all possible factors, influencing implementation of innovations, aimed at care providers working in organizations. We also can conclude that there is an enormous variety in the measurement of outcomes, thus complicating the comparison of the results of the included studies. Our review shows that, although there is some knowledge about the implementation of innovations aimed at care providers in organizations and the influencing factors, this knowledge is very fragmentary. In order to gain more knowledge about implementation of an innovation on a higher level, it is necessary that outcome measures in different studies are comparable. We will present some suggestions on how to conduct implementation research, especially on how to measure the extent and level of implementation during the congress.