

## ABSTRACT SUBMISSION AIC 2016: #31

**1. Title:**

Moving to a new normal: are implementation successes predictable?

**2. Author(s):**

Anneke Fitzgerald, Kathryn Hayes, Gaery Barber

**3. Key words:**

Research to practice gap, health services organisations, normalisation process theory, change management

**4. Abstract text:**

**a. Background and aims**

The transfer of research findings into (health) practice has been unpredictable, haphazard and slow. In addition to the lengthy time it takes to translate evidence based research into practice, health organisations often fail to fully implement the interventions they aim to adopt or see the anticipated benefits. This is not necessarily due to characteristics of the intervention itself, rather, as evidence indicates, the most important factor influencing the under utilisation of interventions and their intended and desired outcomes is implementation failure. Much is written about implementation frameworks and dissemination techniques, but less is known about how individual operators normalise new routines.

**b. Methods**

This conceptual paper briefly introduces implementation research and its importance in bridging the research-to-practice gap. It addresses current diffusion of innovation theory and discusses the issues around promoting the acceptability of new ideas and practices to stakeholders. It will then introduce "Normalization Process Theory" (NPT), which aims to predict and explain how an intervention is normalised, once the decision to adopt an intervention has been made.

**c. Conclusion**

Normalization Process theory is concerned with explaining what people do rather than their attitudes or beliefs. Operationalising new routines requires competent managers with specific skill sets, including the ability to reflect on the "why", "how" and "what" of managing and implementing incremental practice change and disruptive innovations. The ability to predict success or failure has potential to improve and refine implementation efforts, and increase the probability of successful implementation.