

User Guide

Where are the Stakeholders in Implementation Science?

A Springboard for Dialogue

Target Audience: State Leaders and State Teams

Purpose:

To explore the potential benefit of using Leading by Convening in an implementation science approach to state work.

Background and Tool Development:

Nationally, there is renewed interest in stakeholder engagement. In the last few years, state agencies, including Part C and Part B of the Individuals with Disabilities Education Act (IDEA), have used implementation science to guide their work in creating practice change. The technical assistance investment that has supported states in this work is the center on State Implementation and Scale-up of Evidence-based practice (SISEP). The National Implementation Research Network (NIRN) is the parent organization of SISEP. In related work, the National Center for Systemic Improvement (NCSI) has adopted the stakeholder developed blueprint, [Leading by Convening \(LbC\)](#) to help state agencies rethink the role of stakeholders in creating sustainable change.

To articulate the connections between their approaches, NCSI and SISEP held a thought leader forum with state and local implementers. One document that forum participants explored was a blog post by NIRN that presents their new work on stakeholder engagement within implementation science. Using the quotes from the blog post, the NCSI Communication and Collaboration Service Area Team developed a learning activity to help state teams identify the connections between implementation science and Leading by Convening. This activity supports state and local decision about how the two can be used together to advance their work.

Why explore these quotes?

These quotes reflect the latest thinking about the role of stakeholders in implementation science. As states have been encouraged to use both frameworks, discussing these quotes may help state teams to integrate these two complementary approaches.

Using the Tool:

The facilitator tells the participants that this activity is a Think/Pair/Share and gives the following instructions:

- With a partner, choose a quote that you will explore together (*alternately, the facilitator can organize a table dialogue and/or assign quotes to pairs/tables*)
- For two minutes, read and think about the quote individually. Compose your thoughts and make your notes in Column 1.
- For one minute each, share the extent to which the quote prompts you to think about the role of stakeholders in an implementation science approach. Record your insights in Column 2.
- For two minutes, work together to respond to the questions below and record your insights in Column 3.
 - Does the quote offer any insights for your team as you use an implementation science approach to achieving your goals?
 - Would it benefit your team to explore deeper stakeholder roles through LbC as a complement your Implementation Science work?

Debrief and Reflection: Share your insights with pairs/tables exploring other quotes. Capture key points on a flip chart. As a group decide:

- Is there value in considering LbC in your implementation science work?
- What are your next steps?

Where are the Stakeholders in Implementation Science?

A Springboard for Dialogue

*Source: Where are the stakeholders in implementation science?
[September 8, 2016](#). Excerpted from a blog post by Allison Metz and
Annette Boaz, National Implementation Research Network (NIRN,
the parent organization of SISEP)*

Quote 1: "Should implementation science make more room for consultation, collaboration and co-creation with stakeholders? Would finding more active roles for stakeholders in implementation science be a promising approach to increasing the use of research evidence for improvements in policy and services?"

This quote suggests that adaptive strategies, like those found in Leading by Convening, would enhance implementation science approaches.

I think...	We think...	Insights for our work...

Quote 2: “The lack of attention to participatory processes and stakeholder involvement in most implementation science frameworks and methods deserves critical analysis. Specifically, implementation science does not explicitly discuss the involvement of service beneficiaries in the development or implementation of evidence”.

This quote suggests that stakeholders have practice knowledge that should be considered intentionally in the development of implementation plans.

I think...

We think...

Insights for our work...

Quote 3: "There is, however, the beginning of a discussion about the importance of collaboration and consultation processes in implementation, with Rycroft Malone and colleagues (2013) providing a compelling argument for valuing implementation as a collaborative act, noting that collaboration leads to the following:

- Knowledge and evidence that is more implementable
- Infrastructure that brings research evidence and implementation closer together
- Attention to local needs and increased relevance and impact of implementation activity
- Enhanced capacity and capability of implementation".

This quote suggests that the potential impact of collaboration with stakeholders may be undervalued.

I think...	We think...	Insights for our work...

Quote 4: “The active involvement of service beneficiaries in these processes would ensure attention to local needs and increased relevance of the approach for consumers. Later stages of implementation emphasize the use of data for continuous improvement. Involving consumers in the interpretation of data, prioritization of continuous improvement strategies, and assessment of the benefit of improvement strategies would support the contextualization and sustainability of evidence-based approaches over time”.

This quote suggests that stakeholder engagement is important throughout the stages of implementation science, and in evaluation, would increase relevance and therefore, sustainability.		
I am think...	We think...	Insights for our work...

Quote 5: "... what if we facilitated the development of co-creation processes that promote a participatory approach to creating, using, and implementing evidence that shifts power toward the consumer?"

This quote suggests that co-creation, a principle that is central to Leading by Convening, may be useful in bringing together the benefits of both approaches.

I am think...	We think...	Insights for our work...