

# The role of leadership in organizational implementation and sustainability

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## **Example of a leadership intervention**

- Full range leadership
- Implementation leadership
- Implementation climate
- Embedding mechanisms

- 
- Challenge for health care business and management
    - Using *evidence-based leadership and management* to improve implementation of *evidence-based health care*
  - Increasing emphasis on moving research to practice
  - Inspiration for LOCI project
    - Idea developed in conjunction with managers at mental health community based organisations (community-based participatory research)
  - Focus on first level leadership and cross-level embedding mechanisms
    - Priestland & Hanig (2005); Schein (2010)

# The research



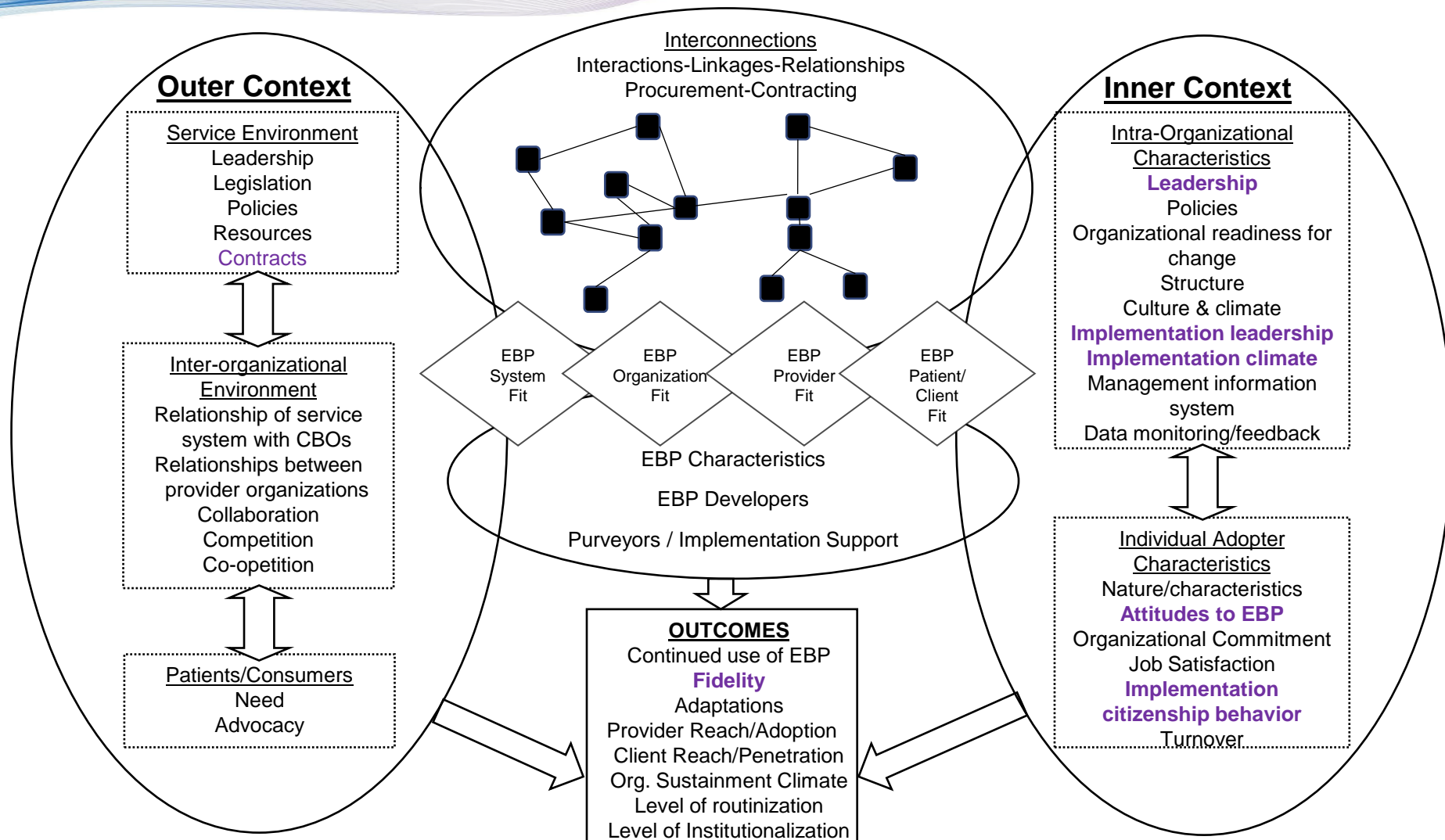
Leadership and Organizational Change for Implementation

- USA National Institutes of Health (NIH) (R01) supported by National Institute of Mental Health (NIMH) and National Institute on Drug Abuse (NIDA)
- Pilot in 2014 – feasibility, acceptability & perceived utility
- Principle study 2016-2019; three cohorts of twelve months
- Cluster, Randomised Control Trial (RCT) comparing LOCI (intervention) to webinar leadership training (control)

<http://www.implementationleadership.com/>

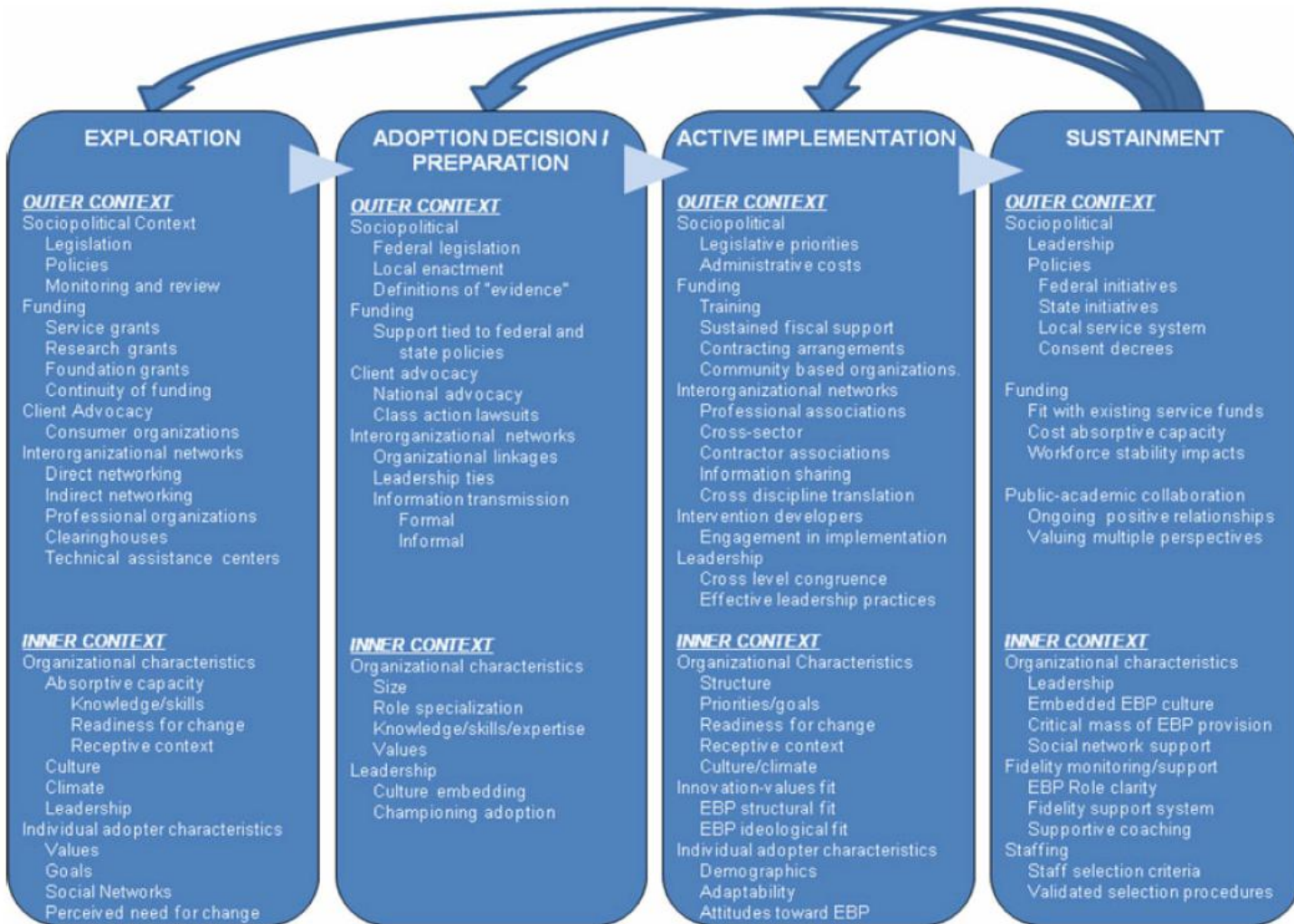
<http://www.locistudy.com/>

# Exploration, Preparation, implementation, Sustainment (EPIS) framework

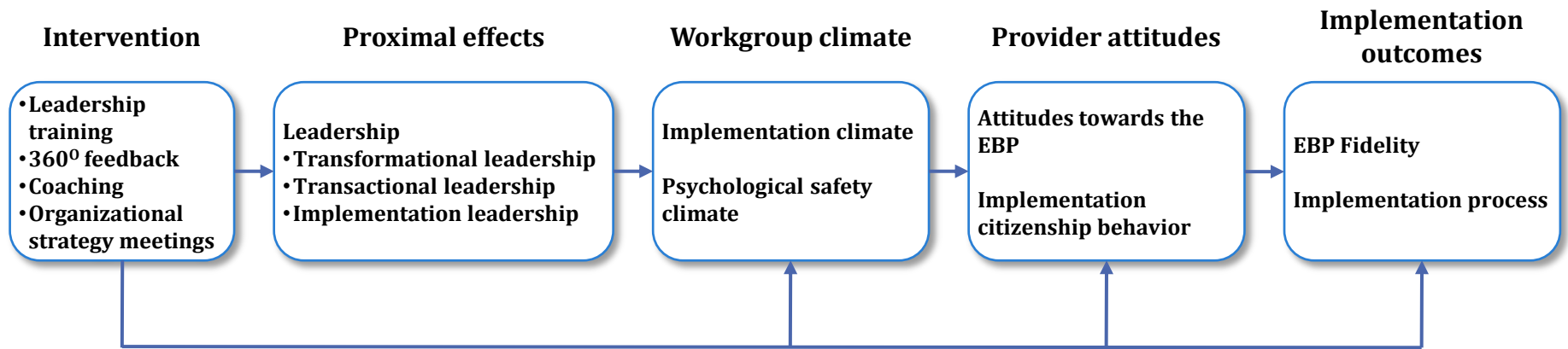




# Exploration, Preparation, implementation, Sustainment (EPIS) framework



# Model of implementation for LOCI



Hypothesized effects of LOCI on leadership, implementation climate, psychological climate, provider attitudes, implementation citizenship behaviors, intervention fidelity, implementation fidelity (process).


LOCI v webinar control will be compared on proximal and distal outcomes. Exploratory analyses will examine mediational and cross-level effects

# The two key principles of LOCI




**1**

**Create a fertile  
context  
(implementation  
climate)**

- 
- **Cultivate leadership skills in first-line managers**
  - **Engage executive leadership**
  - **Use of climate embedding mechanisms**

**2**

**Increase  
implementation  
and sustainment**

- 
- **Improve level of provision**
    - **Reach/penetration**
    - **Fidelity**
  - **Improve level as a provider**
    - **Capacity & support**
- **Improve outcomes**



# Basic components of LOCI



- **Leadership training**

- Two day initial training, two one-day follow-up training, graduation ceremony
- Weekly coaching calls

- **360 degree feedback**

- Subordinates, self and supervisor ratings provided at each leadership training

- **Organizational strategy meetings**

- Quarterly in person meeting and monthly check-in calls with agency executives

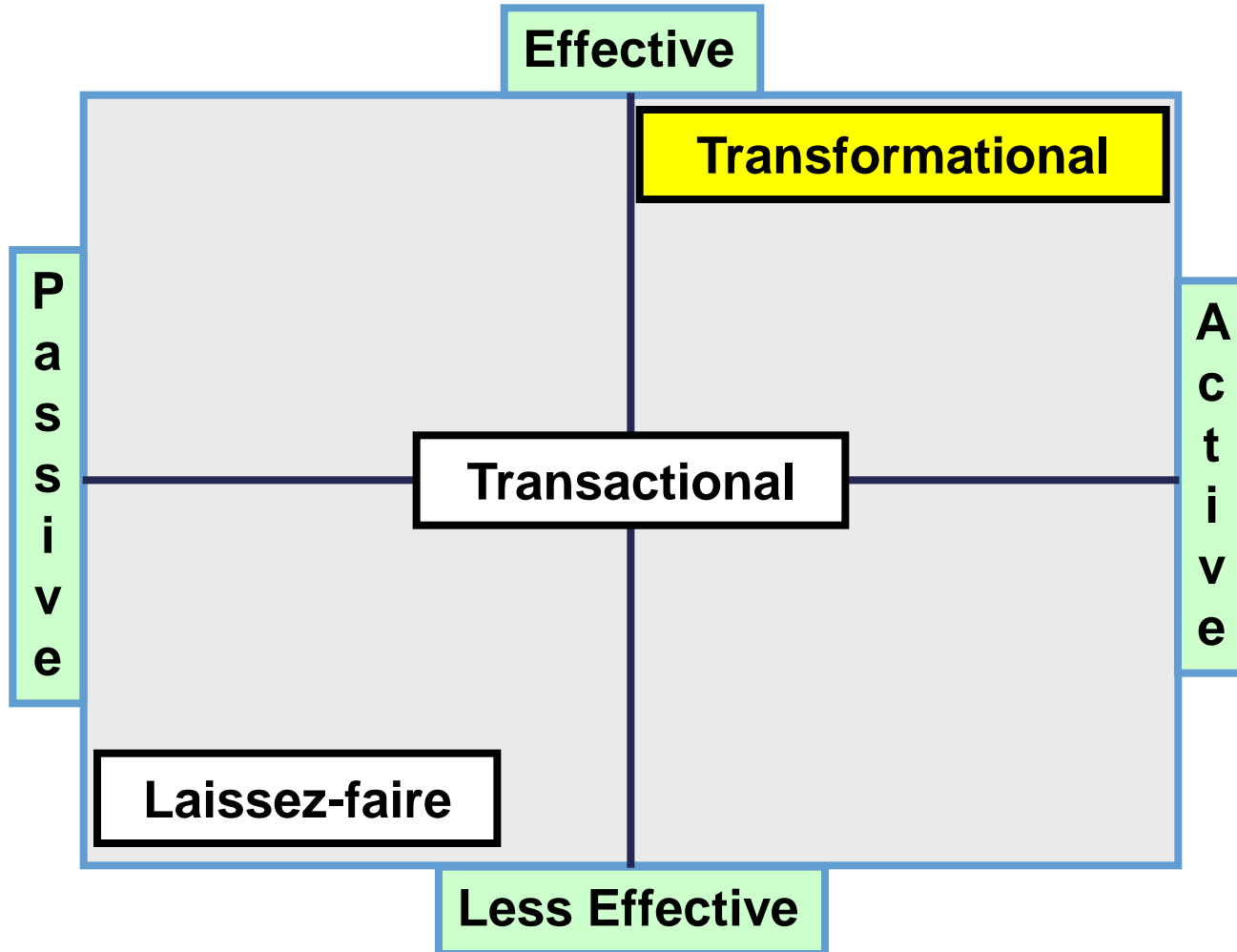
- **EBP/Intervention training**

- Two day motivational interviewing training for all providers and their supervisors/managers (first-line leaders)

- **Fidelity monitoring**

- Motivational interviewing sessions recorded, uploaded, coded
- MI fidelity reports for each subordinate provided to supervisors

# Full Range Leadership Model



# What is transformational leadership?



## **1. Individualized consideration**

Appreciation of each staff member's individual contributions & needs

## **2. Intellectual stimulation**

Ability to stimulate thinking and accept different perspectives

## **3. Inspirational motivation**

Ability to inspire and motivate staff

## **4. Idealized influence**

Degree to which the leader acts confidently, installs pride and respect, and installs values, beliefs, a strong sense of purpose, and collective sense of mission

# Transactional Leadership



- **Contingent reward**

- Providing praise when staff meet or exceed expectations
- “Catching” staff members doing good
- Clearly communicating expectations for conduct and productivity

- **Management by Exception Active**

- Selective attention to deviations
- Corrects problems when detected
- Sets and enforces rules

- **Management by Exception Passive**

- Wide acceptance range
- Ineffective monitoring of actions
- Sets standards, waits for problems to arise, then reacts
- Intervenes reluctantly

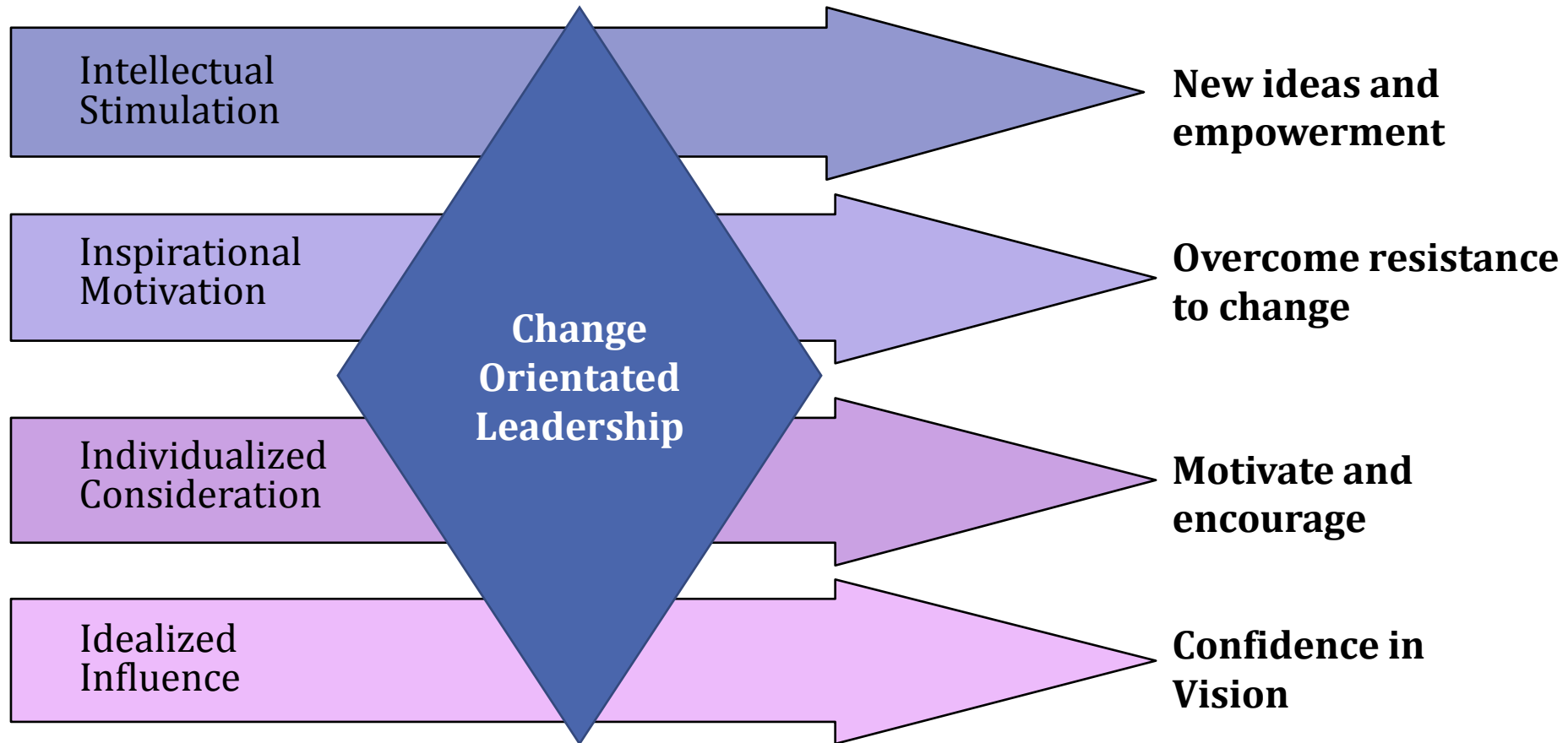
# Laissez-Faire



- General Characteristics
  - Delays taking action
  - Frequently absent
  - Indifferent
  - Avoids taking a stand on issues
  - Doesn't emphasize results
  - Refrains from intervening: "If it ain't broke..."



# Organizational Results of Transformational Leadership Behaviours



# Implementation leadership



**Knowledgeable**

**Proactive**

**Supportive**

**Perseverant**

**Available**

# Strategic (focused) Climates



Communicates to employees what is expected, supported, and rewarded in regard to a specific objective

- For example:
  - Safety climate
  - Service climate
  - EBP climate
  - Implementation Climate

# Implementation climate

- Klein, Conn, & Sorra (2001)
- Definition
  - “Employees' shared perceptions of the importance of innovation implementation within the organization” (p. 813)

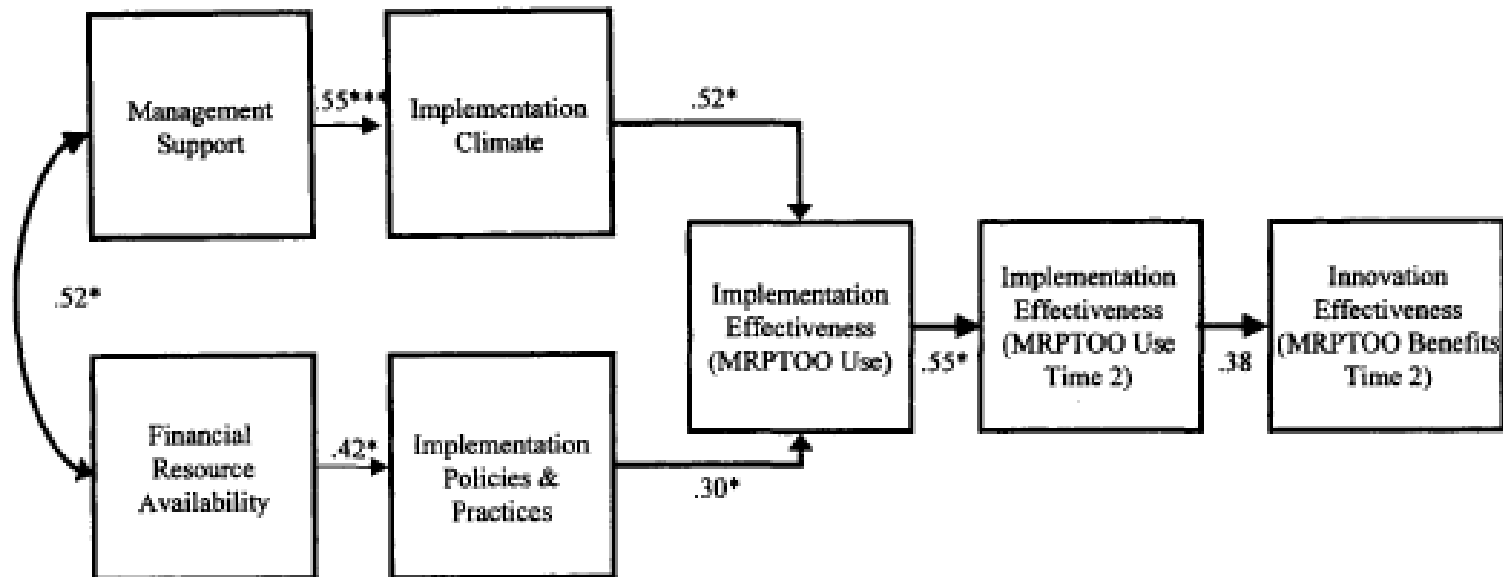


Figure 2. Path model and path coefficients for the revised model. MRPTOO = a pseudonym for a manufacturing resource-planning package. \* $p < .05$ . \*\*\* $p < .001$ .

# Implementation climate



Selection for  
openness

Focus

Recognition

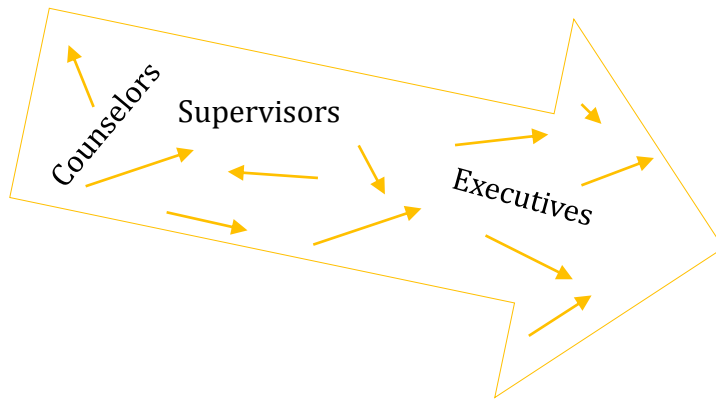
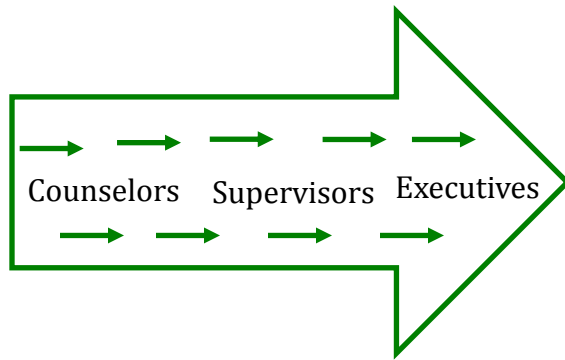
Selection for  
EBP

Educational  
support

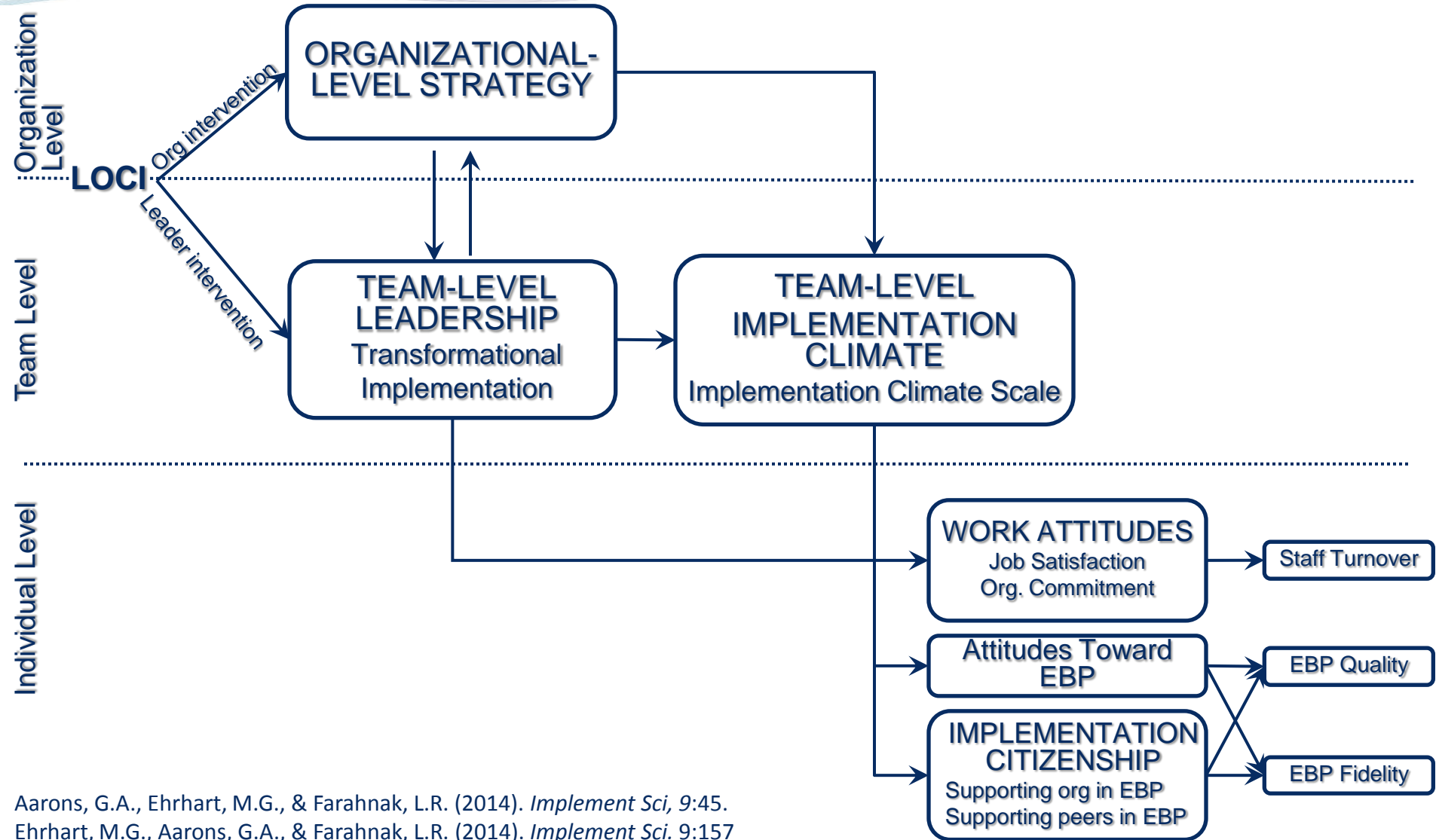
Rewards



# Strategic alignment across all levels



# Importance of alignment



Aarons, G.A., Ehrhart, M.G., & Fahrenak, L.R. (2014). *Implement Sci*, 9:45.  
 Ehrhart, M.G., Aarons, G.A., & Fahrenak, L.R. (2014). *Implement Sci*. 9:157

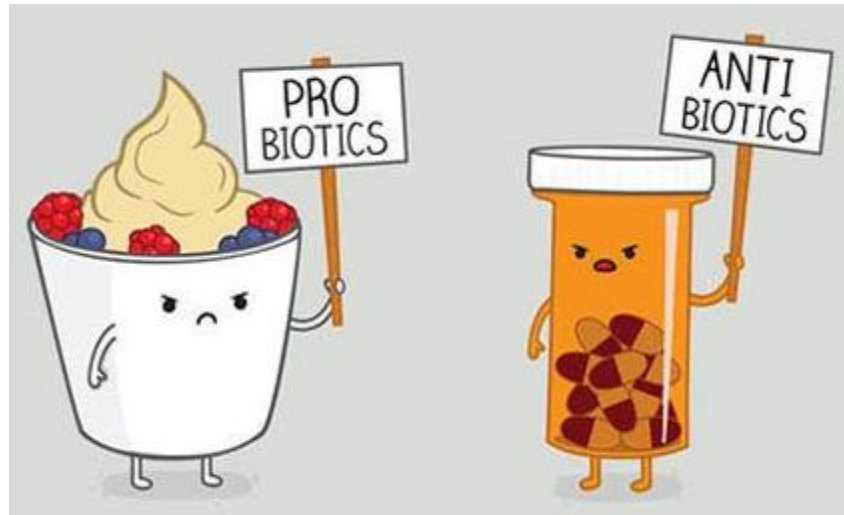
# Contracting (& system level leadership)



- Much more than just funding an initiative
- Supports institutionalization of program/practice
  - How leaders facilitate or limit these relationships?
- Developed and/or sanctioned by leaders
  - Can be executive, other, or multiple level
- Bridges outer and inner contexts
- Communicates system level “implementation climate”
  - What is expected, supported, rewarded
  - Leaders set the stage for what is institutionalized and how it is done

# Leadership is Dynamic and Involves Followers

- There is no leadership without followership
- Is there an effect of discrepancy or “perceptual distance”?



Van Vugt, M., Hogan, R., & Kaiser, R. B. (2008). Leadership, followership, and evolution: some lessons from the past. *American Psychologist*, 63(3), 182.

Hasson, H., Von Thiele Schwarz, U., Nielsen, K., & Tafvelin, S. (2016). Are we all in the same boat? The role of perceptual distance in organizational health interventions. *Stress and Health*, 32(4), 294-303.

# How to create a positive implementation climate



## Primary Climate Embedding Mechanisms

1. What leaders pay attention to, measure, and control on a regular basis
2. How leaders react to critical incidents and organizational crises
3. How leaders allocate resources
4. Deliberate role modelling, teaching, and coaching
5. How leaders allocate rewards and status
6. How leaders recruit, select, promote, and excommunicate

Schein, E. H. (2010). *Organizational culture and leadership* (4<sup>th</sup> Ed). John Wiley & Sons.

Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Sklar, M. (2014). Aligning Leadership Across Systems and Organizations to Develop a Strategic Climate for Evidence-Based Practice Implementation. *Annual review of public health*, 35, 255-274.



# How to create a positive implementation climate



## Secondary Climate Embedding Mechanisms

1. Organizational design and structure
2. Organizational systems and procedures
3. Rites and rituals of the organization
4. Design of physical space, facades, and buildings
5. Stories about important events and people
6. Formal statements of organizational philosophy, creeds, and charters

Schein, E. H. (2010). *Organizational culture and leadership* (4<sup>th</sup> Ed). John Wiley & Sons.

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# Implementation climate

**Expected**

**Supported**

**Rewarded**

Selection for  
openness

Focus

Recognition

Selection for  
EBP

Educational  
support

Rewards

**1. What leaders pay attention to, measure, and control on a regular basis**

**2. How leaders react to critical incidents and organizational crises**

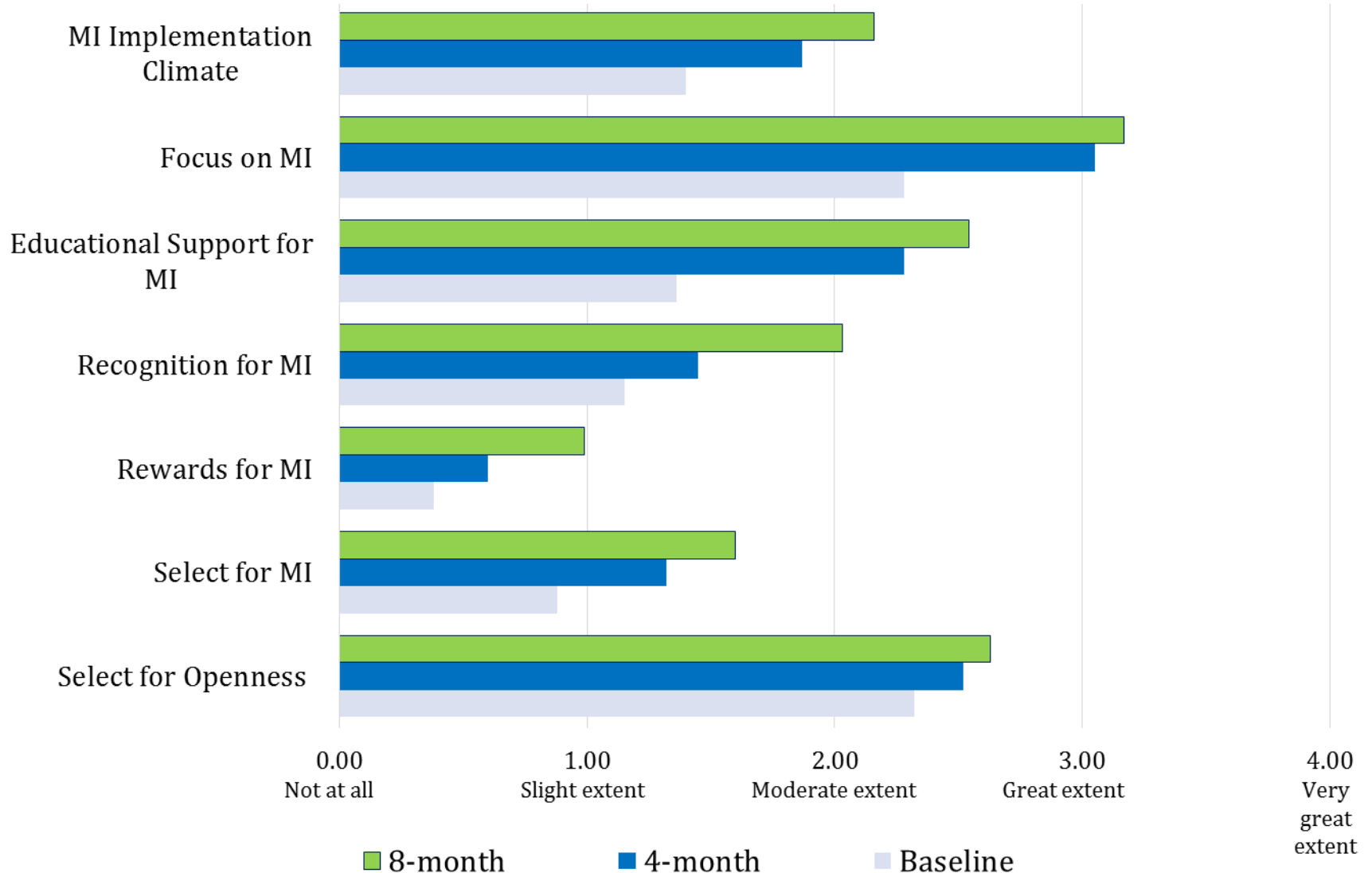
**3. How leaders allocate resources**

**4. Deliberate role modelling, teaching, and coaching**

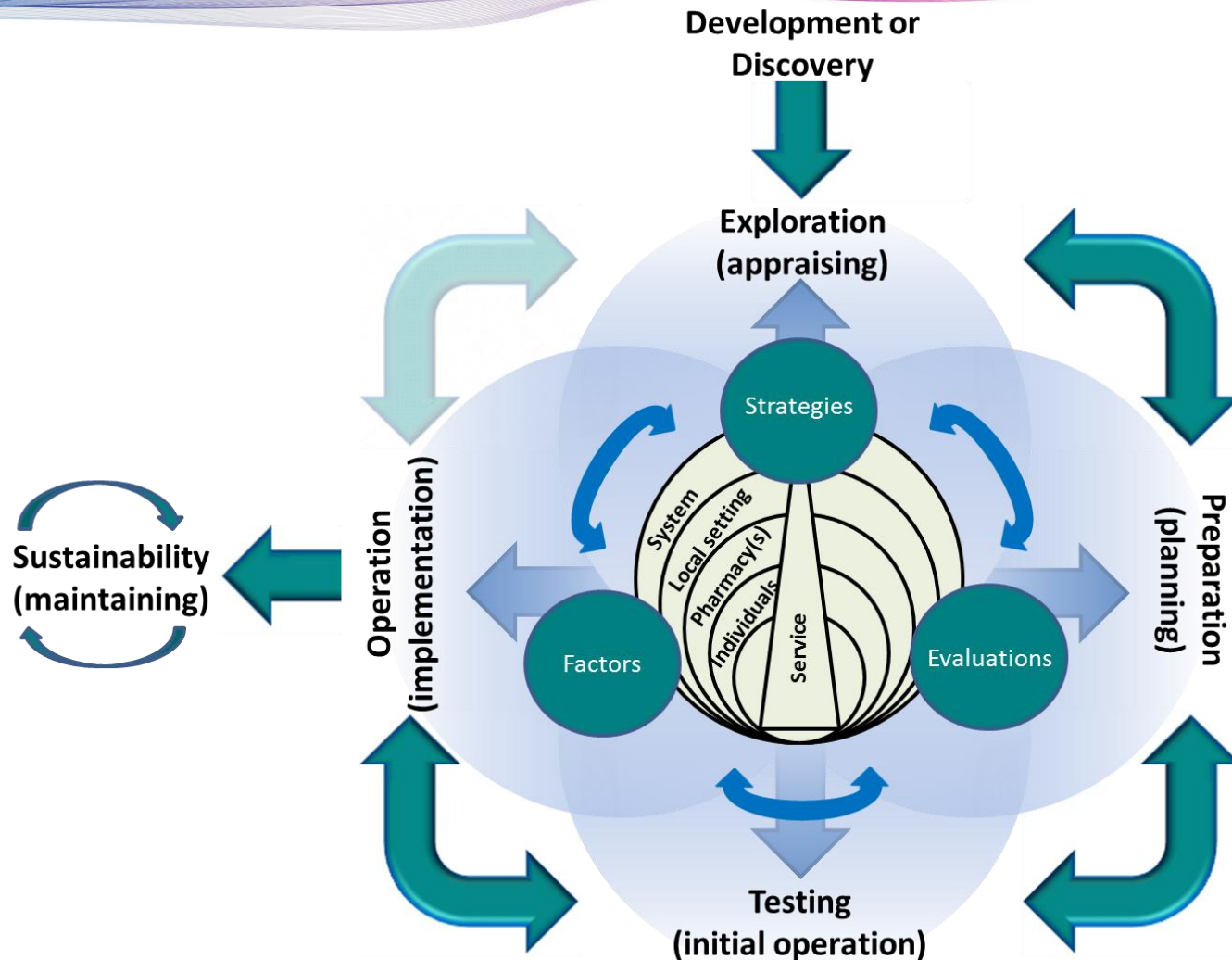
**5. How leaders allocate rewards and status**

**6. How leaders recruit, select, promote, and excommunicate**

# Preliminary Descriptive Data Implementation Climate



# Framework for the implementation of services in pharmacy (FISpH)



# FISpH: Influencing Factors



Service value/relative advantage and characteristics crucial

Key drivers appeared across all implementation stages

- 1. Pharmacy's direction and impetus**
- 2. Internal communication**
3. Staffing
4. Community fit (innovation-fit)
- 5. Support**
- 6. Leadership engagement**

# Potential collaborative projects



- Assess the context for the implementation of professional services and validate the implementation climate and implementation leadership scales
  - Australia
  - USA
  - Switzerland
- LOCI intervention for the implementation of a professional service
  - Brief motivational interviewing intervention for improving adherence



# Thoughts, questions, ideas?



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# Thank you



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