

Organization Theory for Implementation Science (OTIS)

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Purpose & Goals



Overall Objective: To advance the science of implementation by increasing access to organization theory

Activities - Survey

1

- Surveyed 18 scholars at the intersection of organization and implementation science

2

- They identified OTs and related texts relevant to implementation science

Activities - Abstraction

1

- Two investigators abstracted constructs, propositions, described potential relevance

2

- Investigators reconciled discrepancies to reach consensus

3

- Third investigator reviewed for accuracy and completeness

Activities – Concept Mapping (in process)

1

- Developed 3 concept mapping activities using GlobalMax software
 - Sorting, Strength of influence on implementation, and Actionability

2

- Invited experts in implementation and organization science to complete concept mapping – 17 completed, looking for more participants

3

- Will consolidate and classify constructs into theoretical domains by experts using concept mapping

Products

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Advancing the use of organization theory in implementation science

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SCAN ME!



2021 European Implementation Event

- Organization Theory for Implementation Science (OTIS): Advancing Implementation Science with A Framework of Organizational Theories

Abstraction Forms – available on CPRN website

Products

D&I Conference 2021:

- Oral presentation: Increasing Access to Organization Theories for use in Implementation Science
- Poster: Development of a Framework for Organization Theory for Implementation Science (OTIS)

Leveraging OTIS

- Birken & Currie. (2021). Using organization theory to position middle-level managers as agents of evidence-based practice implementation. *Implementation Science*, 16(37).
- Fred Hutch COVID-19 Pilot Grant (MPI: Ko/Lee; \$100,000)
 - Understanding the impact of COVID-19 on community-based organizations' operation.
 - Funding from 10/1/20 – 9/30/21
 - Virtual Presentation. July 17, 2021 with 47 attendees
 - Executive summary

Increasing Access to Organization Theories for use in Implementation Science

Sarah A. Birken, PhD
Jennifer Leeman, DrPH, MDIV; Linda Ko, PhD; CPCRN Members



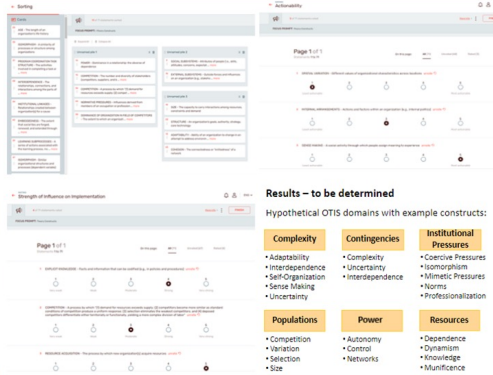
Development of a Framework for Organization Theory for Implementation Science (OTIS)
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Background
Organization theories are highly relevant, but largely untapped in implementation research

Experts at the intersection of implementation and organization science were asked to identify theories and texts. Constructs and propositions were abstracted from these texts and developed into abstraction forms.

Methods

- Developed 3 concept mapping activities using GlobalMax Software
 - Sorting: Strength of influence on implementation, and Actionability
- Invited experts in implementation and organization science to complete concept mapping
- Consolidated and classified constructs into theoretical domains by experts using concept mapping



Results – to be determined
Hypothetical OTIS domains with example constructs:

Complexity	Contingencies	Institutional Pressures
• Adaptability	• Complexity	• Coercive Pressures
• Interdependence	• Uncertainty	• Isomorphism
• Self-Organization	• Interdependence	• Mimetic Pressures
• Sense Making	• Uncertainty	• Norms
• Uncertainty		• Professionalization

Populations	Power	Resources
• Competition	• Autonomy	• Dependence
• Variation	• Control	• Dynamism
• Selection	• Networks	• Knowledge
• Size		• Multifunction

Systems

- Social environment
- Organizational environment

Transaction costs


- Asset specificity
- Transaction frequency
- Organizational frequency
- Uncertainty

Implications for D&I Research

- Increased knowledge and access to organization theory
- Enhanced understanding of organizational influences on implementation EBPs
- The framework will include a comprehensive set of theory-based organization-level factors that can be mapped onto high-leverage implementation strategies

Presented at the 14th Annual Conference on the Science of Dissemination and Implementation in Health

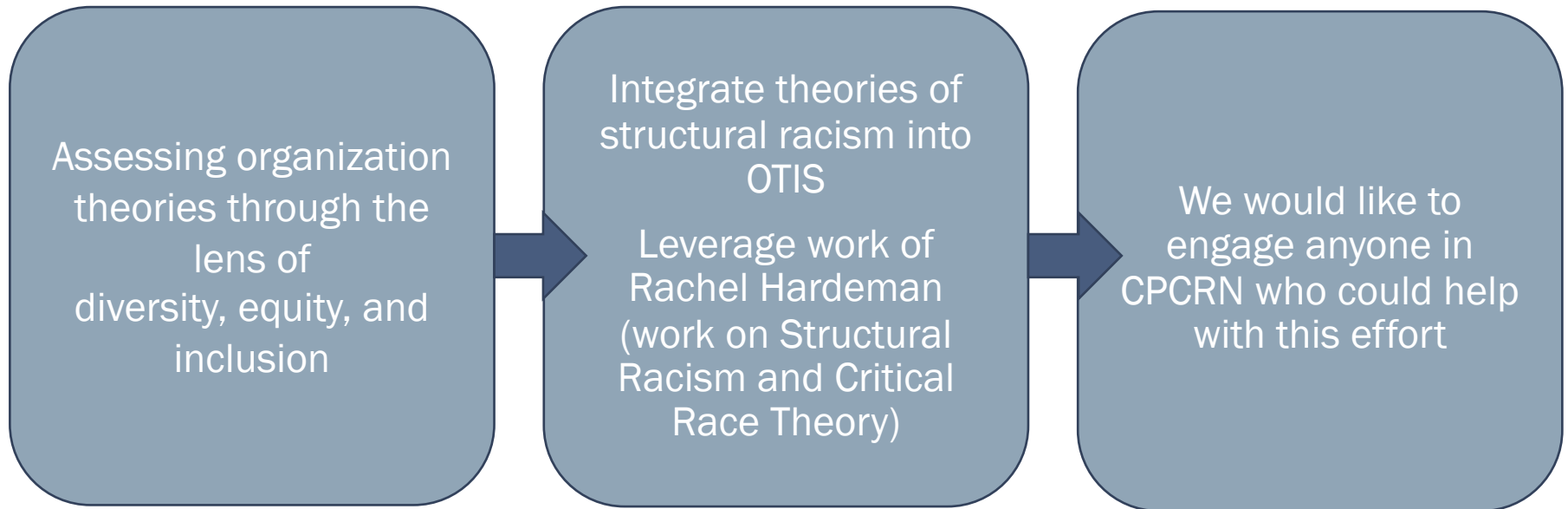
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Products in Process

- Concept Mapping
 - Looking for participants - contact Alex Peluso if interested
 - apeluso@wakehealth.edu
- In process manuscripts
 - Increasing access to organization theories for use in implementation science
 - Applying theory to explain why and how factors external to an organization influence the implementation of an evidence-based intervention
 - OTIS framework and concept mapping


Health Equity – Getting Involved



Questions and Discussion

Thank you!

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