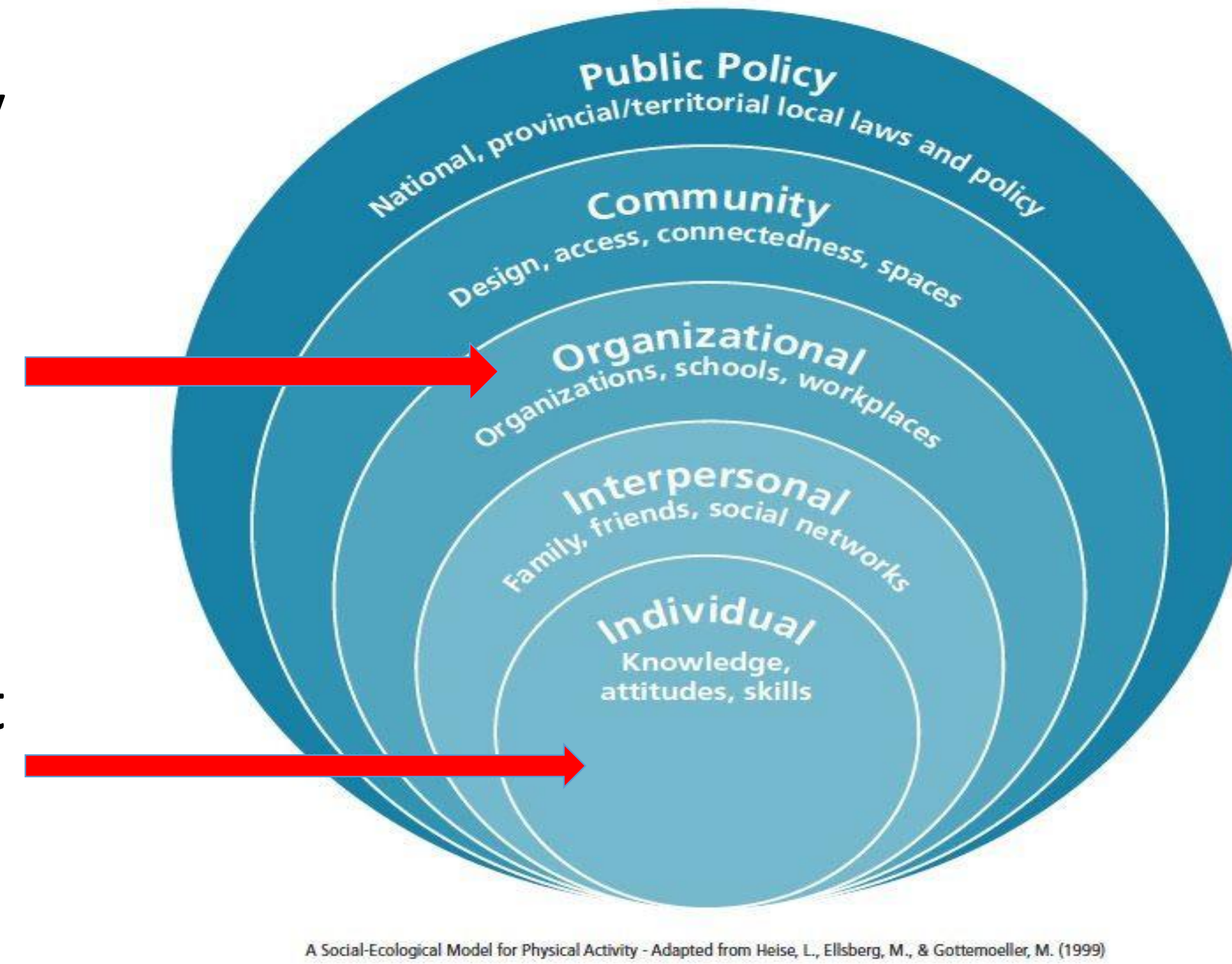


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## BACKGROUND

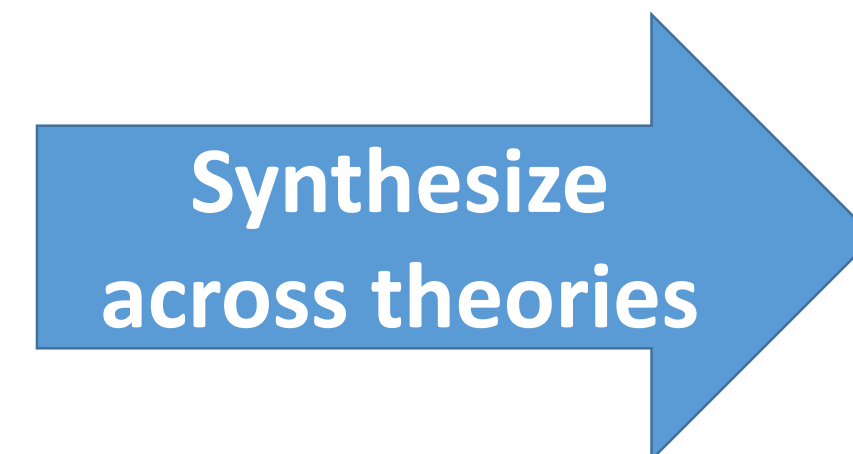
Frameworks at the collective level exist (e.g., CFIR) but are not based exclusively on theory. *Theoretical frameworks* are needed at organizational levels to identify *strategies* that target organization-level implementation determinants.

Frameworks comprised of theories exist at the individual level (e.g. Theoretical Domains Framework.)



A Social-Ecological Model for Physical Activity - Adapted from Helio, L., Ellsberg, M., & Gottemoeller, M. (1999)

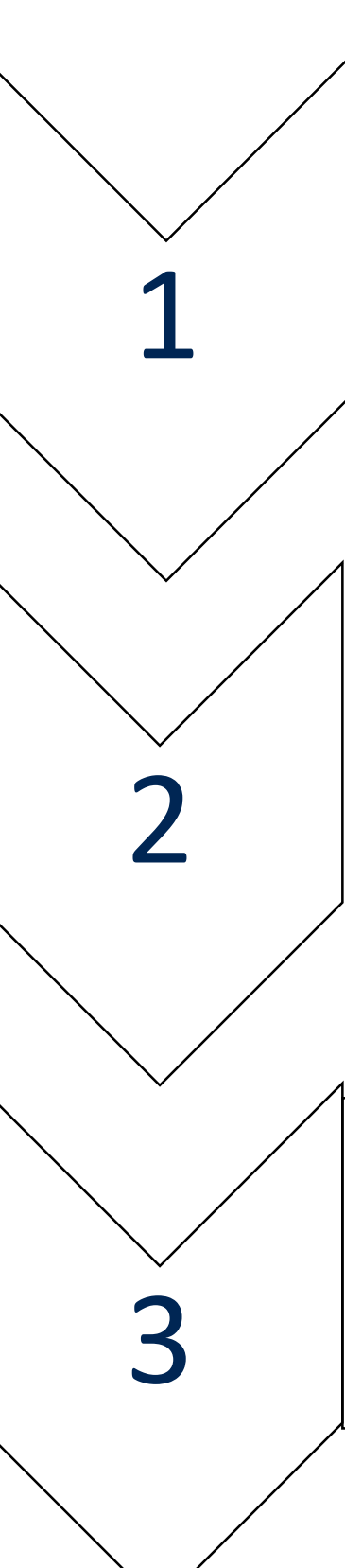
## PURPOSE



1. To elicit implementation strategies from organization theories' propositions

2. To synthesize organization theory constructs into a domains framework

## METHOD



• Surveyed 18 organization science scholars re: implementation-relevant organization theories and their germinal articles

**Overview**  
Complexity science focuses on understanding how that are made up of many interdependent, hetero system may be conceptualized as a unit within an organizational system of which the organization is

**Example Application to Implementation Science**  
<https://pubmed.ncbi.nlm.nih.gov/29116022/>

Construct	Definition
Self-organization	A process whereby lo (dependent variable)
Uncertainty	A system's behavior i

• From germinal articles, two OTIS team members abstracted key constructs and propositions and met to reconcile discrepancies.

• Team members extrapolated from propositions to implementation-related constructs (e.g., adoption) to identify strategies.

## FINDINGS

- Complexity Theory
- Contingency Theory
- Institutional Theory
- Network Perspective
- Organizational Learning Theory
- Population Ecology
- Resource Dependency Theory
- Sociotechnical Theory
- Transaction Cost Economics

Across the 9 expert-vetted organization theories, we identified:

- 103 propositions
- 79 implementation strategies

## Examples of theories, propositions, and implementation strategies

Theory	Proposition	Strategy
Complexity	Small changes may lead to large differences in outcomes (the "butterfly effect"), and vice versa. Interdependencies contribute to sense-making.	Continuously monitor and iteratively test implementation strategies. Fortify existing relationships and foster new interdependencies to facilitate implementation.
Contingency	Higher levels of interdependence require greater investment in coordination.	Promote coordination and communication (e.g., audit and provide feedback; build a coalition; create new clinical teams) to facilitate implementation.
Institutional	Normative processes are greater in organizations with higher levels of professionalization.	Partner with professional associations to establish norms of implementation and sustainment. Partner with professional associations to promote normative processes with the organization to facilitate implementation and sustainment.

## Implications for D&I

Our work describes *theory-derived strategies* to target organization-level implementation determinants, advancing understanding of implementation strategies' **mechanisms of influence** and improving implementation strategies' potential *effectiveness*. Next steps include concept mapping to organize organization theory constructs into a domains framework.