

# **Beyond the Pilot: Spreading the Word**

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**Application of Dissemination & Implementation Science to  
Evidence-Based Practice**

February 24-25, 2010, Denver CO

# Objectives

1. Describe and graphically represent advice seeking networks
2. Discuss interpretations of these data\*
3. Discuss possible uses of such data\*\*

\* KPCO data collected Fall, 2009. For discussion of use of social network analysis as a means for understanding healthcare organizations see Lurie S., et al, *Academic Medicine* 2009 84(8) 1029-1035.

\*\* Dearing JW, *Research on Social Work Practice* 2009 19(5) 503-518.

# Does Identification and Recruitment of Informal Opinion Leaders Work to Speed Adoption?

- Yes; generally efficacious\*
- The recruitment appeal should be normative
- Ask them to do what they normally do
- Personal evaluation must be positive

\* Althabe F, et al *The New England Journal of Medicine* 2008 358(18) 1929-1940.

# Use of Social Network Maps for Social Marketing

- How to target what messages to potential adopters
- What messages to carry forward
  - Positive attributes of the innovation
- Using Social Network Maps to cross the chasm from study to field

# Traditional Roles in Organizational Change

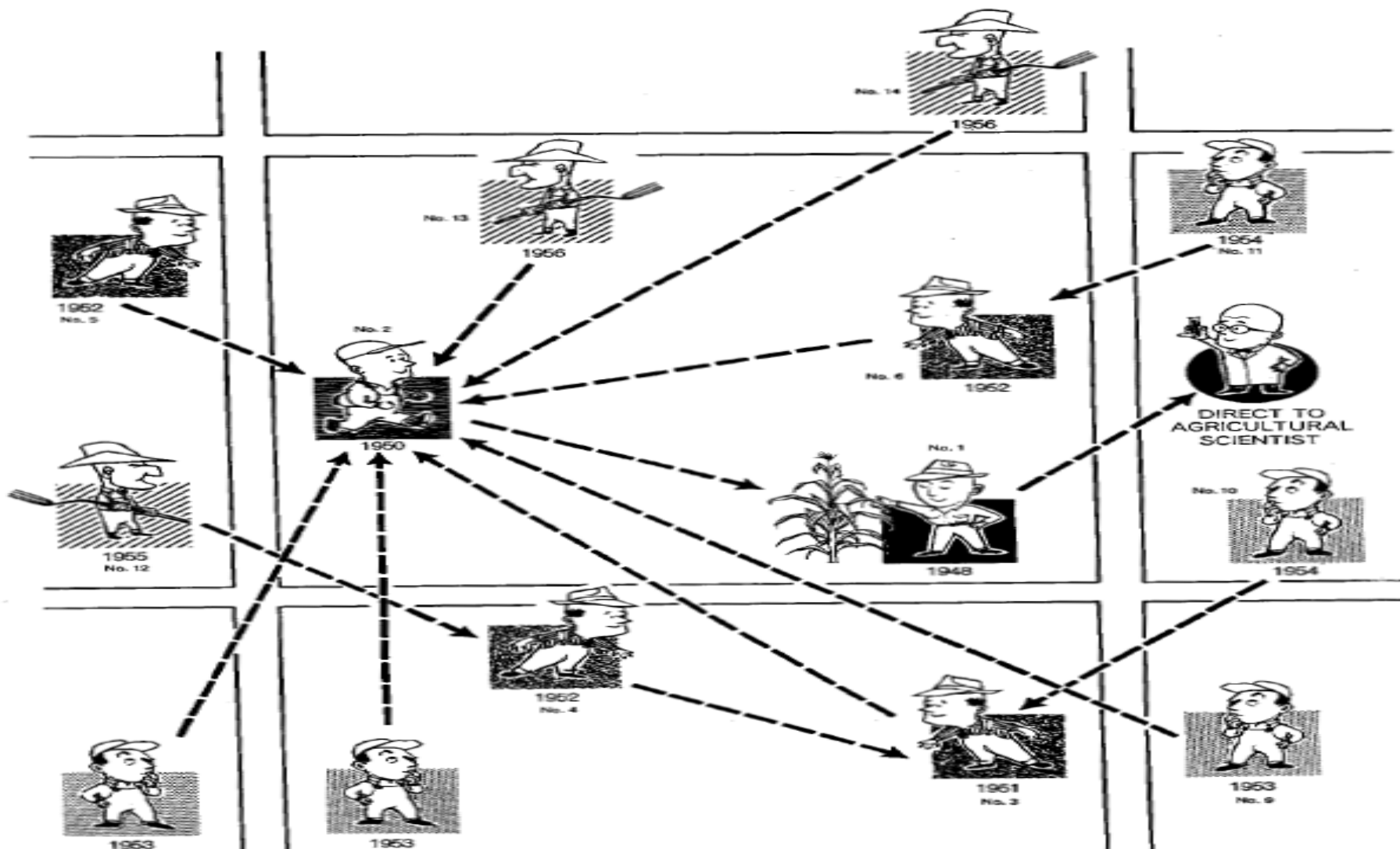
1. Innovation source
  - a. Practitioner, researcher, funder
2. Change agency
  - a. Change agent, paraprofessional aide
3. Target population
  - a. adopters, implementers, clients, leaders, champions

# Target Populations can Comprise Social Networks

- A social network is the patterned set of relationships among the members of a social system
- Adopters, implementers, leaders, and champions are the “nodes”
- Relations of different types comprise the “links” between nodes
- If we can understand these networks, we can leverage them to increase adoption of change

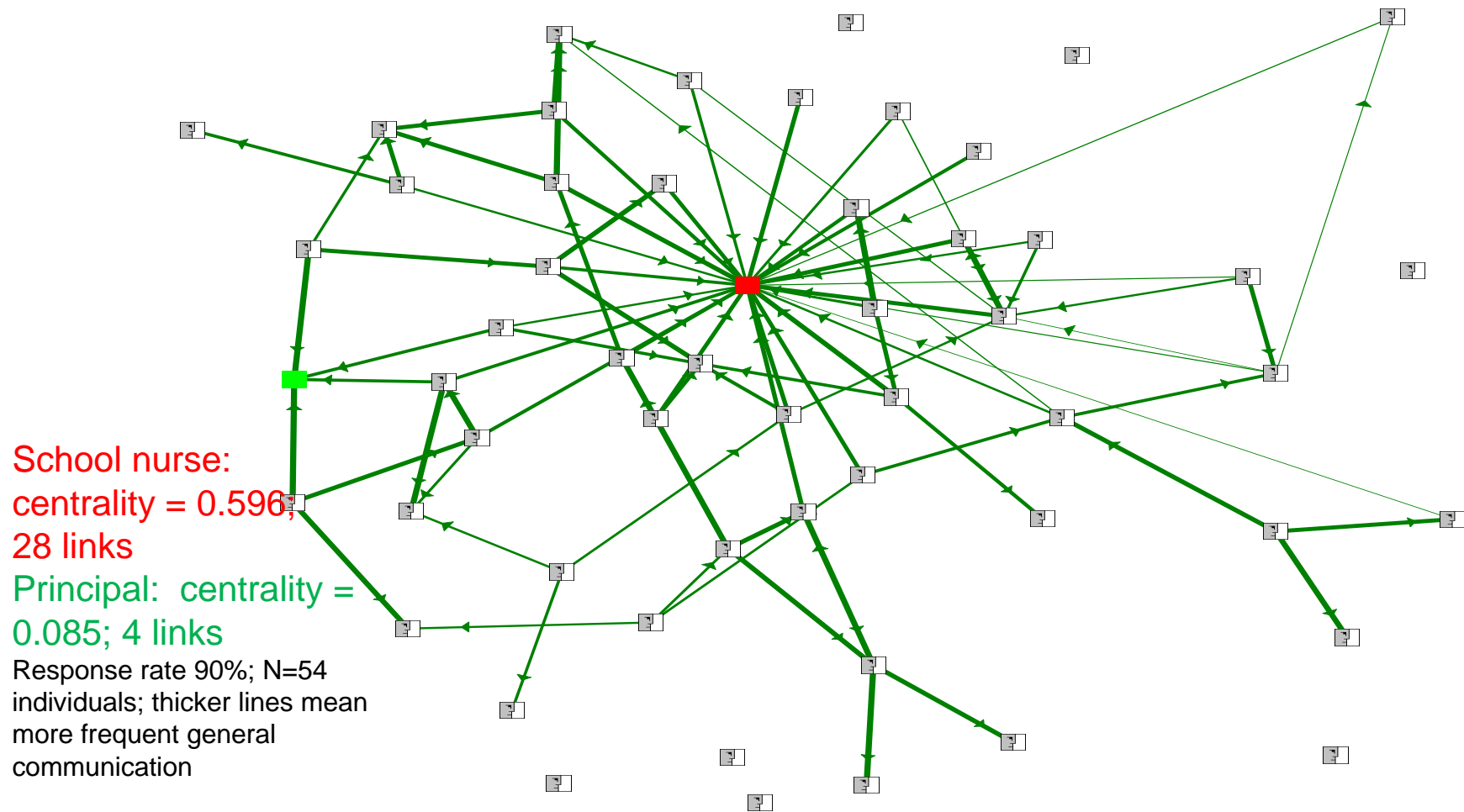
When the Nature of the Links is  
Advice-Seeking We Can  
Represent an Influence Network

# How is Influence from Credible Colleagues Usually Distributed?



# Is the Formal Leader the Informal Opinion Leader?

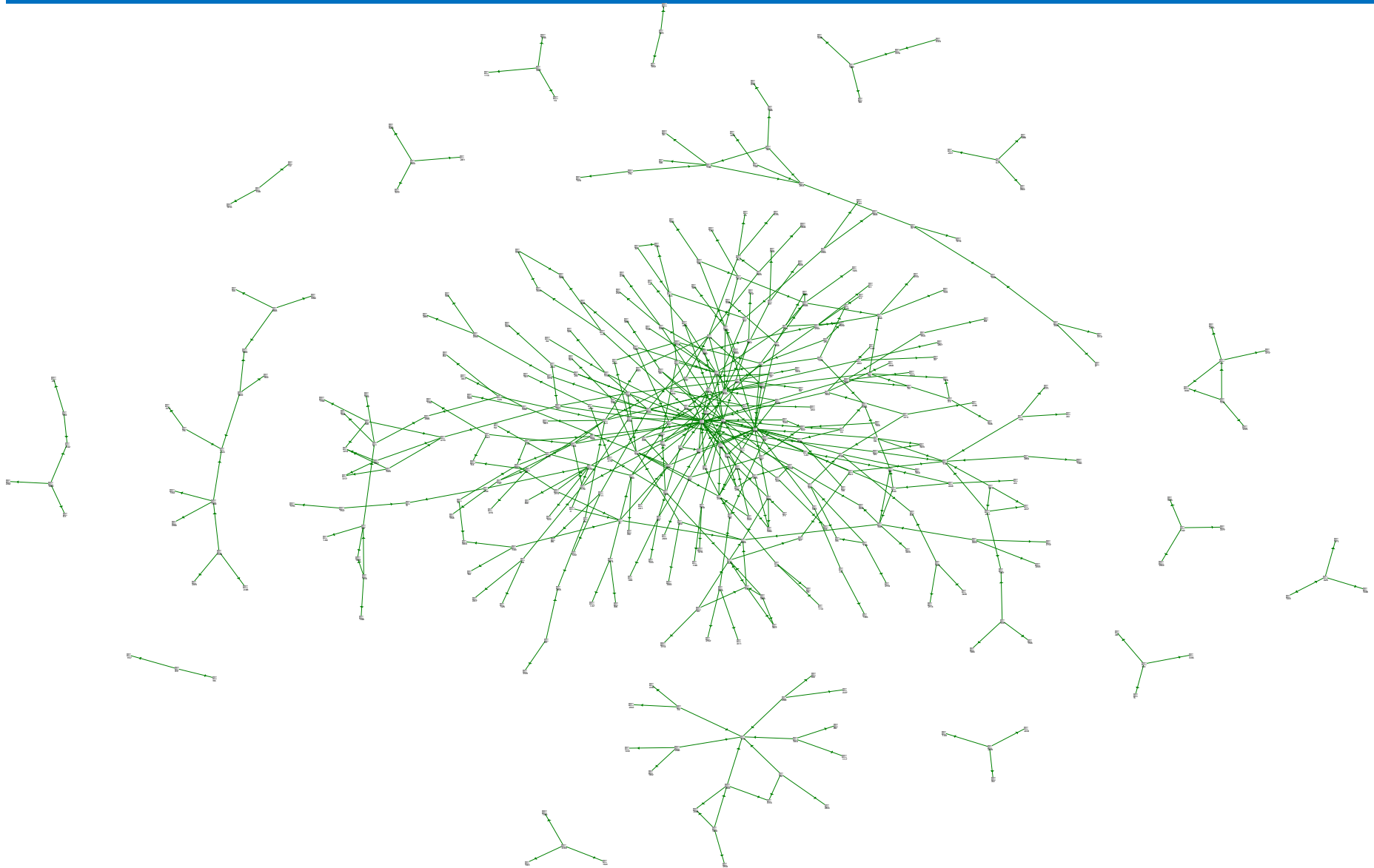
*“At your school, whose advice do you most value for new ideas or better ways of doing things in the curriculum related to health education?”*



**Do Pediatricians and Staff  
Behave the Same Way and  
Produce Informal Opinion  
Leaders?**

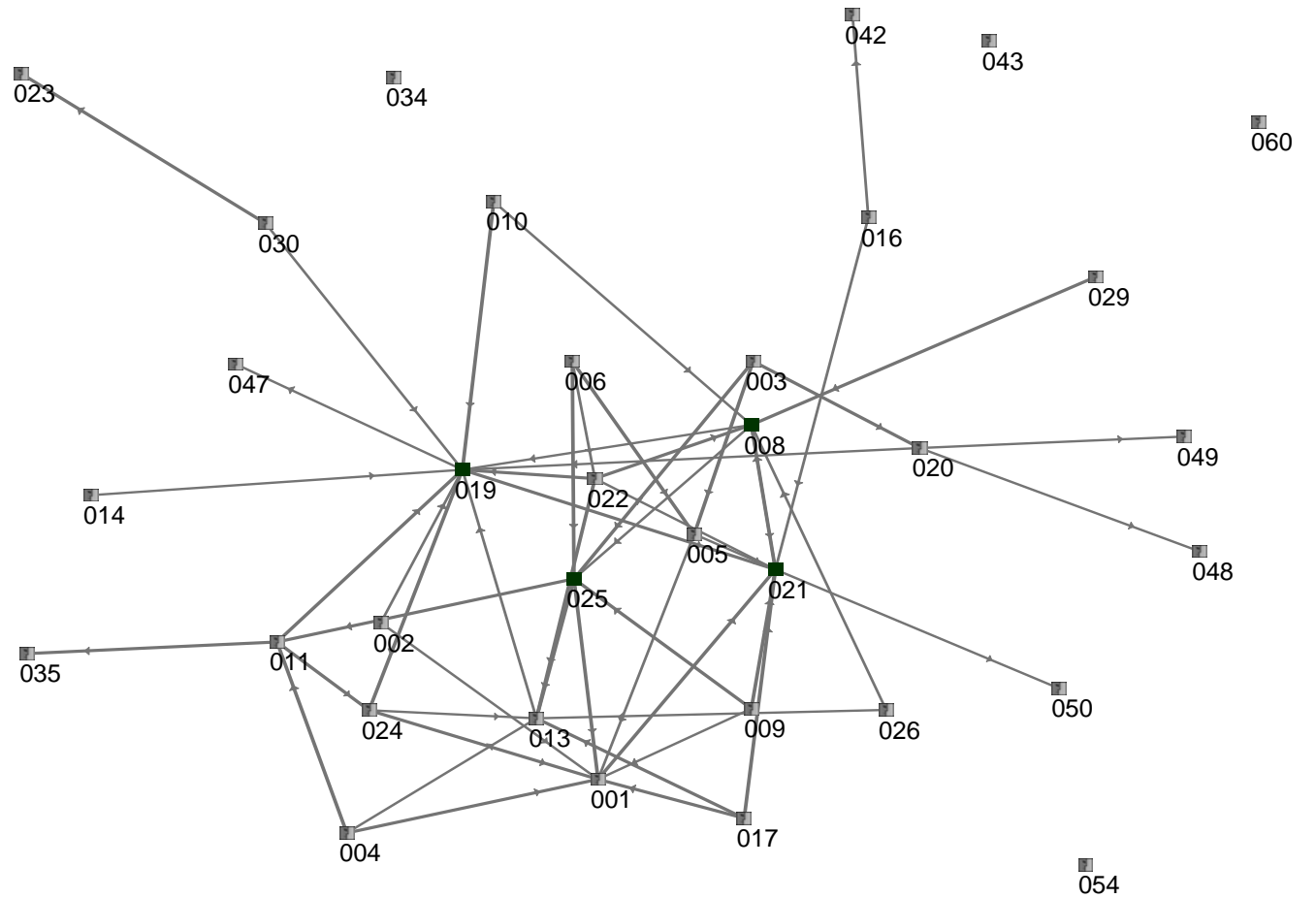
# Advice Network: Entire KPCO Medical Group

2009 data; 391 nodes, 486 links



Can You Identify the Opinion Leaders, the Bridges, and the Innovators for 21<sup>st</sup> Century WCC Implementation Clinics?

# Site B – Detail of Social Network Map Showing Opinion Leaders



# Change Agents are Successful to the Extent that They...

- Correctly identify who leads the opinions of others (who provides advice), and
- Spend their time with those persons
- Identify people who may be barriers to spread

# In Sum

- Target populations can be studied as influence networks
- Influence networks embed different roles of opinion leaders, bridges, and innovators
- Opinion leaders influence others within the group; bridges spread information about innovations across groups
- Innovators function as information sources for opinion leaders

[www.research-practice.org](http://www.research-practice.org)

Beck A, Bergman DA, Rahm AK, Dearing JW, Glasgow RE, Using implementation and dissemination concepts to spread 21<sup>st</sup>-century well child care at a health maintenance organization, *The Permanente Journal* 2009 13(3): 10-17.