

Complex Interventions: Innovation, Implementation, and Embedding

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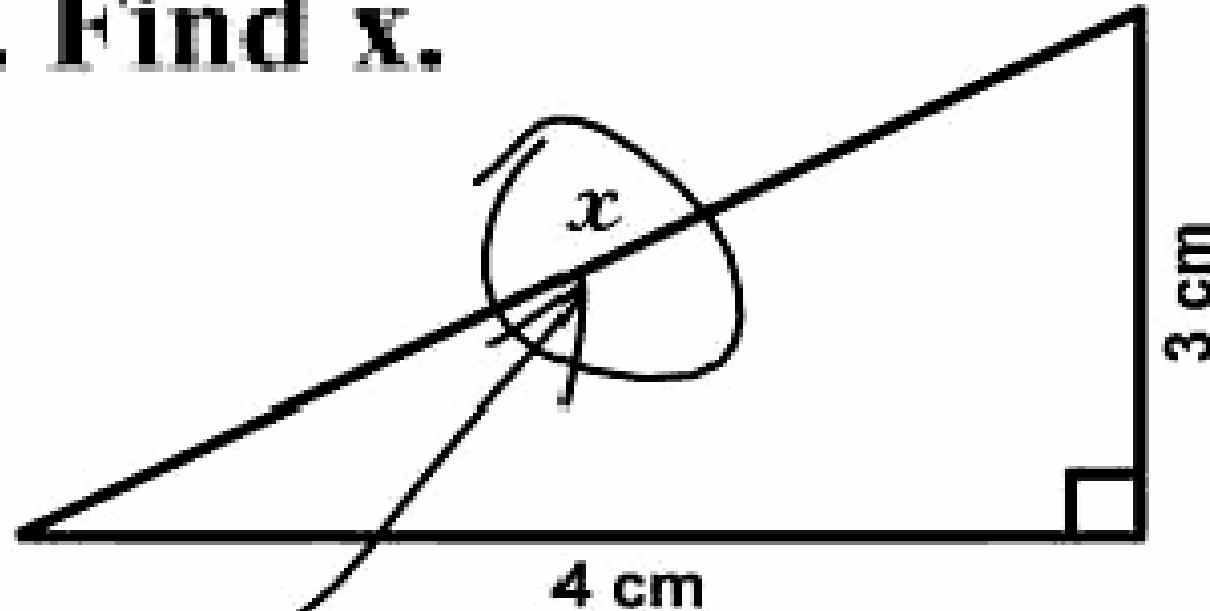


Fundamental problem for health care service providers and researchers...

- Why is it so difficult to implement new technologies in practice? (House of Common Health Committee, 2005)
- Why are service innovations more than a problem of diffusion and change management (Greenhalgh 2004)
- How can we understand processes within clinical trials and other outcomes studies? (Oakley et al, 2006)

Some things are a mystery....

3. Find x .



Here it is

Normalization Process Model

- Explanatory model of processes by which new techniques, technologies, organizational interventions become *routinely embedded in practice*
- Limited in scope, derived from **real-world** studies
- Explanatory model that seeks to balance group and individual contributions to normalization



Normalization

- **Normalization:** routine embedding of complex interventions in everyday clinical work
- **Normalization process:** enacting a complex intervention over time in interaction with already existing knowledge and workflow
- **Normalization work:** the collective work that individuals and groups do with any new or modified way of thinking, acting or organizing

It's all about the work (I)

- What is it?
- Who does it?
- How does it get done?
- Why did it happen like that?

Domains of work in complex interventions

Coherence: Work that defines and organizes the **components** of a complex intervention

Cognitive Participation: Work that defines and organizes the **people** implicated in a complex intervention

Collective Action: Work that defines and organizes the **enacting** of a complex intervention

Reflexive Monitoring: Work that defines and organizes assessment of the **outcomes** of a complex intervention



It's all about the work (2)

- How is it done?
- How is it understood?
- How is it distributed?
- How is it supported?

Four Constructs

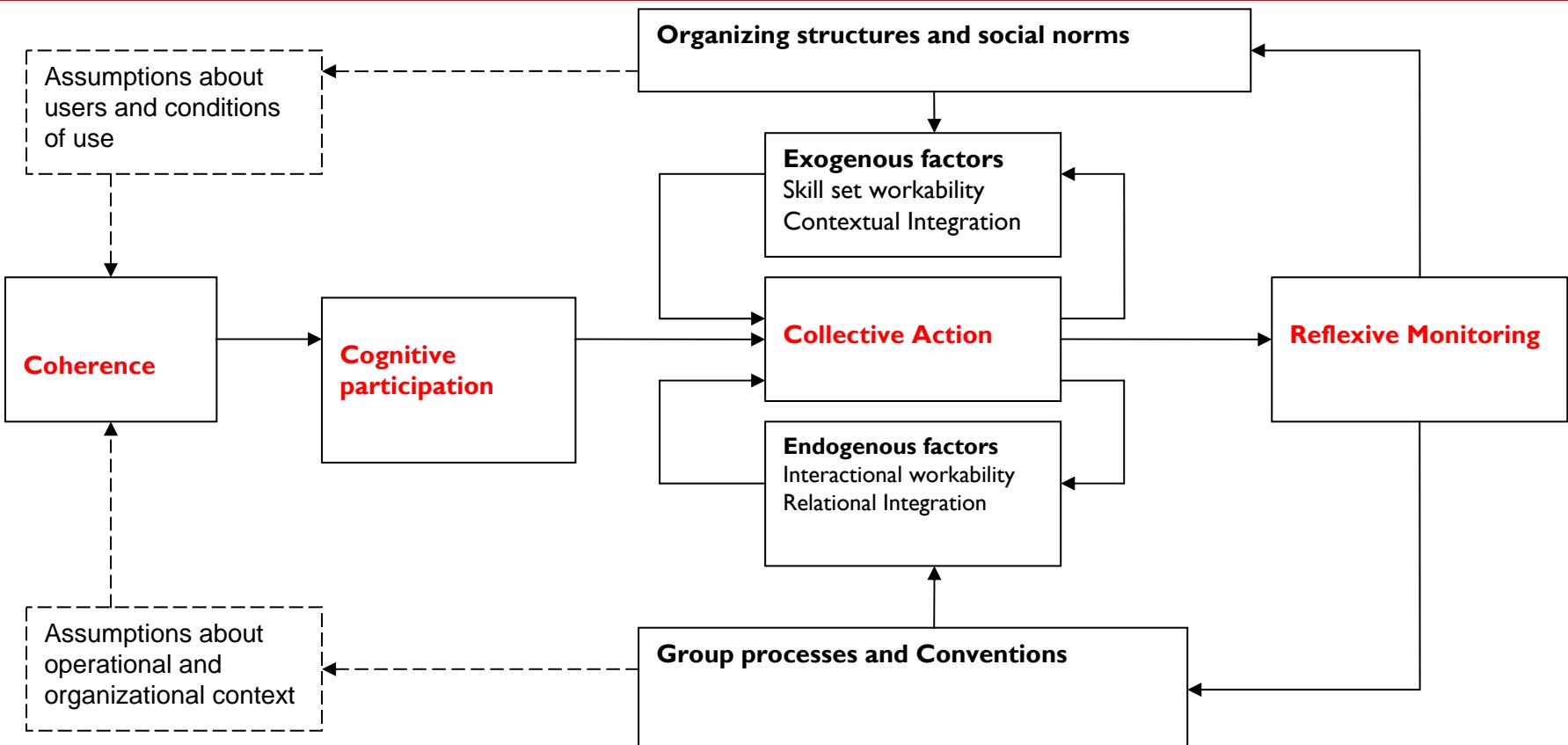
- **Interactional workability:** how a complex intervention is operationalized by the people using it
- **Relational integration:** how knowledge and work about a complex intervention is mediated and understood within networks.
- **Skill-set workability:** the distribution and conduct of work associated with a complex intervention in a division of labour.
- **Contextual integration:** the incorporation of a complex intervention within an organizational domain.



G A T E S H E A D M I L L E N N I U M B R I D G E



Simple model – but very complex, emergent processes



What's it good for?

- **practical value** - understanding how new ways of thinking, acting and organizing become embedded in healthcare systems.
- **conceptual map** - process evaluation of complex interventions and for the organization of implementation processes



W A L L T O W N C R A G S
BEN HEAVEN PHOTOGRAPHY

Key publications

- Carl May (2006): A rational model for assessing and evaluating complex interventions in health care
www.biomedcentral.com/1472-6963/6/86
- Carl May, Frances Mair, Christopher Dowrick & Tracy Finch (2007) Process evaluation for complex interventions in primary care: understanding trials using the normalization process model
www.biomedcentral.com/1471-2296/8/42

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Thank you!

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