

Title

Relationships Matter: Matching Barriers to Implementation Strategies for Commission on Cancer's Breast Surgical Standards

Submission Category

Clinical Research

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Introduction

The Commission on Cancer (CoC) introduced checklist-type templated synoptic elements in operative reports (SOR) to increase adherence to cancer surgical standards. We aimed to leverage implementation science utilizing a theory-informed method to identify implementation strategies for SOR integration.

Methods

Using the Consolidated Framework for Implementation Research (CFIR), we conducted semi-structured interviews focused on implementing the breast SOR with 31 stakeholders purposefully sampled from 4 CoC sites (from December 2021-May 2022). Implementation barriers were mapped to strategies using the validated CFIR-Expert Recommendations for Implementation Change (ERIC) matching tool. Strategies were further mapped to theory-informed thematic clusters.

Results

Participants included 10 surgeons, 4 cancer liaison physicians, 11 cancer program administrators, and 6 IT engineers. Strategies addressing the most common barriers were: 1) assessing each organization and determining readiness to implement the SOR; 2) identifying champions who will dedicate themselves to promoting the SOR and work to overcome resistance from critics; and 3) having local discussions with stakeholders to discuss the importance of templated documentation and whether the SOR will adequately address this (Figure 1). Top strategies mapped to two ERIC thematic clusters: use evaluative and iterative strategies and develop stakeholder interrelationships.

Conclusion

The SOR is an ongoing CoC initiative. Our study demonstrates that implementation science can be used to construct theory-informed strategies for implementation of the SOR, which may differ from typical implementation efforts such as surgeon education. Our results show programs will benefit from leveraging champions and their interpersonal relations with surgeons.

ERIC Clusters	ERIC Strategies	# of relevant CFIR constructs	Relevant CFIR constructs											
			Relative advantage	Adaptability	Complexity	Structural Characteristics	Culture	Implementation Climate	Tension for Change	Compatibility	Relative Priority	Readiness for Implementation	Planning	
Use iterative and evaluative strategies	Assess for readiness and identify barriers and facilitators	11	Relative advantage	Adaptability	Complexity	Structural Characteristics	Culture	Implementation Climate	Tension for Change	Compatibility	Relative Priority	Readiness for Implementation	Planning	
	Conduct local needs assessment	9	Relative advantage	Adaptability	Culture	Implementation Climate	Tension for Change	Compatibility	Relative Priority	Readiness for Implementation	Planning			
	Develop a formal implementation blueprint	3	Complexity	Leadership Engagement	Planning									
Develop stakeholder interrelationships	Identify and prepare champions	12	Relative advantage	Adaptability	Complexity	Structural Characteristics	Culture	Implementation Climate	Tension for Change	Compatibility	Learning Climate	Leadership Engagement	Individual Stage of Change	Planning
	Conduct local consensus discussions	11	Relative advantage	Adaptability	Culture	Tension for Change	Compatibility	Relative Priority	Learning Climate	Readiness for Implementation	Leadership Engagement	Individual Stage of Change	Planning	
	Capture and share local knowledge	6	Adaptability	Complexity	Structural Characteristics	Culture	Available Resources	Reflecting & Evaluating						
Adapt and tailor to context	Promote adaptability	8	Relative advantage	Adaptability	Complexity	Structural Characteristics	Culture	Compatibility	Learning Climate	Individual Stage of Change	Readiness for Implementation			
	Tailor strategies	4	Adaptability	Complexity	Culture	Compatibility								
Utilize financial strategies	Alter incentive/allowance structures	9	Relative advantage	Cost	Implementation Climate	Tension for Change	Relative Priority	Learning Climate	Readiness for Implementation	Leadership Engagement	Individual Stage of Change			
Provide interactive assistance	Facilitation	8	Adaptability	Complexity	Culture	Implementation Climate	Compatibility	Learning Climate	Planning	Reflecting & Evaluating				

Figure 1: Top 10 implementation strategies for using the breast SOR. The top 10 implementation strategies are listed with their relevant CFIR constructs. The strategies with the highest amount of expert endorsement as defined by the CFIR-ERIC matching tool are highlighted in green. The ERIC cluster associated with our top 10 ERIC strategies are indicated in the first column.