NOTES FROM FIRST MEETING OF THE
RESEARCH EXCHANGE GROUP ON IMPLEMENTATION SCIENCE AND CHANGE MANAGEMENT
SEPTEMBER 23, 2025 1:00PM TO 2:30PM NT

Overview

This meeting offered participants an opportunity to meet one another, to introduce themselves, and to discuss plans for the new NLCAHR Research and Knowledge Exchange(RKE) on Implementation Science and Change Management. Dr. Amanda Hall (Medicine), Dr. Josh Rash (Psychology) and Ms. Krista Butt (NLHS Quality and Evaluation) are the conveners of this new Exchange. Rochelle Baker, Manager of the RKE Program at NLCAHR provided an overview of the program and invited all participants to discuss their interests in the topic. Participants have diverse backgrounds and interests in healthcare, implementation science, business, healthcare, research, practice, decision making and related fields, and the conversation emphasized the importance of translating research into practice and addressing implementation challenges as we work to transform health and community care in NL. The group discussed plans for future meetings, including a forthcoming survey that will generate a set of objectives and a framework for discussions. The group's next meeting will take place on October 30th with a presentation on Implementation Science key concepts in hopes to achieve a mutual understanding of foundational principles and frameworks for implementation science.

Next steps

- Rochelle Baker: Send the invitation to members for the next meeting scheduled for October 30th from 12 noon to 1:30 pm

- Krista Butt: Create and send out a survey to group members about their interests, group objectives, ideas for meeting topics and best day of the week to meet

- Rochelle Baker: Send out meeting notes and recording to all attendees and those who couldn't attend

Meeting Summary

About the Implementation Science and Change Management Research & Knowledge Exchange

Rochelle introduced the new Research and Knowledge Exchange on implementation science and change management. The NLCAHR RKE program aims to facilitate conversations, build capacity for research and collaboration, and exchange knowledge on a variety of applied health research topics, with 22 active groups currently operating. Please see Appendix A for more information about the program and the roles of NLCAHR, Conveners and Participants in the RKEs.

Senior provincial healthcare leaders proposed Implementation Science and Change Management as a key topic of focus as we work together towards more effective implementation of evidence-based changes to transform and improve health and community services across the province, and also to de-implement practices that are of low value to patients and families. This Exchange will be a forum for the open exchange of information and ideas, a place to network and build collaborative partnerships and a way to increase the capacity for research on this critical applied health topic.

Upcoming Meeting and Survey

The group agreed to schedule the next meeting for October 30th from 12:00 to 1:30 pm, with Amanda Hall presenting "Implementation Science 101." All meetings will be recorded so that those who miss them will get follow-up notes and/or access to the recording. Krista Butt has offered to create a follow-up survey for those unable to attend (and for all participants) to gain input about your meeting ideas, group objectives and the best days and times to meet.

Launching the Implementation Science and Change Management Exchange

The meeting introduced the purpose and structure of an implementation science exchange group, emphasizing a focus on moving from evidence into practice. Meetings will be online with NLCAHR providing logistical support and facilitating group communications. Conveners Amanda Hall, Josh Rash, and Krista Butt will provide leadership drawn from their backgrounds in research, implementation science, and program evaluation. The conveners expressed enthusiasm for facilitating discussions and partnerships. Participants were invited to introduce themselves and to fully engage in future meetings and events.

Group Interests, Inclusivity

Participants talked about the importance of change management and evaluation processes, highlighting the need for buy-in and engagement in these processes. Members shared backgrounds and interests that ranged from direct work on implementation efforts and change management strategies within Strategic Health Networks, within specific healthcare settings, to research expertise and direct experiences as patient advisors. Participants noted the importance of promoting more inclusive strategies for Implementation science and change management where patient voices are heard and respected and noted the benefits of including diverse perspectives when designing evaluation plans and implementation frameworks.

Implementation Science Healthcare Collaboration

Several participants who shared their direct experience of implementation challenges in healthcare, and expressed hope for the group's potential to help address these challenges. The discussion highlighted the need for continued collaboration and support in these areas.

Healthcare Research to Practice

Some participants shared their experiences and interests in patient research, and healthcare improvement. They discussed the challenges of moving from research evidence into practice, highlighting the need for better processes to move from a focus on "pilot projects" towards more sustainable change. The group expressed a shared interest in collaboration, the desire to avoid a duplication of efforts, and the need for a more holistic approach to system change, with a focus on improving healthcare delivery and patient outcomes.

Healthcare Improvement and Collaboration

The group expressed enthusiasm for collaboration and learning from each other's experiences to promote healthcare improvement. Participants also shared backgrounds and interests within the context of a learning health and social system, with a view to supporting environmental sustainability, and promoting quality improvements. The issue of implementing quality improvements applied particularly well to the new work of the NLHS Strategic Health Networks with their focus on consistency across geographic zones in the province. Data-driven policy change and the importance of data in decision-making were also noted, particularly in light of provincial plans for a new health information system.

Interprofessional Collaboration in Healthcare Education and Practice

The meeting introduced participants working in interprofessional education, business, health services, and medicine, who talked about the importance of interprofessional education and healthcare practice. Some participants are working in the field of interprofessional education; others are researching collaborative practice in primary care. Members from Memorial's Faculty of Business Administration highlighted research in health informatics and business process management, and expressed interest in contributing to the group's goals. It was agreed that collaborations between health-related faculties and the university's business school could generate innovation. Challenges were also highlighted, including specific challenges in making required changes within seniors' healthcare and pediatric care, respectively, with interests expressed in learning from the group to improve practice implementation.

Meeting Planning and Website

The group discussed plans for upcoming meetings. The group will meet monthly, with the next meeting scheduled for October 30th with a view to introducing key implementation science concepts. A third group meeting in late November will provide members with the opportunity to identify their own goals and potential projects/ areas of group focus, developing a Needs Assessment and identifying pragmatic concerns in provincial contexts that can become the impetus for future group activities and education. NLCAHR will also host a website where the group can share resources and information. Members are

encouraged to suggest speakers and topics for future meetings. All expressed their enthusiasm about the group's potential for collaboration and knowledge sharing.

LINK TO GROUP WEBPAGE HERE: https://www.mun.ca/nlcahr/research-and-knowledge-exchange/implementation-science-and-change-management/

ROLES AND GUIDELINES FOR RESEARCH & KNOWLEDGE EXCHANGE GROUPS

ABOUT THE PROGRAM

- The Newfoundland and Labrador Centre for Applied Health Research has established the Research and Knowledge Exchange (RKE) program to engage with our community and build research capacity in the province. The program brings together university researchers, health professionals, decision-makers, community groups, and members of the public who share a common interest in applied health research.

- Groups meet as often as the membership prefers. Some meet once or twice a year and others meet monthly. Meetings are generally booked for 90 minutes but not all of this time must be used. A Q&A component is encouraged for all presentations.

- Groups generally take hiatus in July and August.

- Membership is open to all. The program is free and public.

- Meetings are held via Zoom and/or in-person according to the group's wishes.

- Meetings can take the form of research presentations, expert panels, talks about health and community programs and practices, round table discussions on topics of interest, discussions of journal articles, brainstorming sessions- the Exchanges are open to whatever style(s) of meeting suits the membership.

- More about the program here: https://www.mun.ca/nlcahr/research-and-knowledge-exchange/

NLCAHR ROLE:
- Helping group conveners to come up with a meetings schedule/ roster for the year and booking space/ setting up IT
- Helping conveners identify presenters
- Contacting presenters for the group, as required
- Coordinating all communication related to the group activities
- Sending out notices of meetings, tracking RSVPs
- When required, setting up meeting room (coffee, tea, IT, teleconference/webinar) for meetings
- Attending meetings
- Circulating follow-up information after meetings and circulating information of interest to membership to the group on behalf of members and conveners
- Maintaining a webpage for the group
- Ongoing promotion and recruitment

CONVENER ROLE:

- Identifying and contacting presenters/ identifying research projects/ meeting themes etc. and assisting NLCAHR with scheduling meetings
- Confirming meeting times/dates
- Chairing meetings
- Confirming goals and objectives with the group
- Helping recruit members (ongoing recruitment)

PARTICPANT/ GROUP MEMBER ROLE:

- Attending meetings, as available
- Providing input about suitable meeting times/dates
- Confirming goals and objectives with the group
- Helping recruit members (ongoing recruitment)
- Identifying potential presenters/ identifying research projects/ meeting themes etc.
- Presenting your own research, practice, program or policy information, sharing community knowledge, knowledge gained from experience, etc.