

Implementer Portraits

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1. *How do you say “knowledge translation” and “implementation” in your own language?*

Implementation is ‘Implementering’ in Norwegian, whereas ‘knowledge translation’ really isn’t used very much in my country – not in English or in a Norwegian translation.

2. *What is one of your favourite articles (or other publications) on implementation?*

That is Fixsen et al.: Implementation Research: A Synthesis of the Literature (*please link to resources*). It’s a seminal monograph, and even though it is more than ten years old now, it is still worth reading. It carries a special significance to me, because it put all the tedious work we were doing on implementing Multisystemic Therapy in Norway into perspective. It offered a means of understanding all the small and big challenges we were meeting continually, and it gave handles to deal with these challenges in new and more constructive ways. So to me it represents a turning point, and the gateway into implementation science.

3. *What are you currently working on that relates to implementation?*

After having worked for 14 years on the nationwide implementation of Multisystemic Therapy, Functional Family Therapy and Treatment Foster Care – Oregon, I am now part of the team conducting the first European randomized controlled clinical trial on MATCH-ADTC. It’s a Modular Approach to Therapy for Children with Anxiety, Depression, Trauma, or Conduct Problems. As we speak, the therapists are getting trained, and we are about to enroll the first clients into the RCT. So these are very exciting times! Not least, it is great to be part of a highly competent team of colleagues with strong integrity and positive affect.

4. *If you were to have lunch with another ‘implementer’, whom would you pick?*

I would pick Jérôme Oberreit. He is the Secretary General of Médecins Sans Frontières (MSF). And I would invite Ane Bjøru Fjeldsæter to come along. She is a Norwegian psychologist, who has done impressive work with MSF on dissemination and use of psychological knowledge during the civil war in South Sudan, and the Ebola epidemics in Liberia and Sierra Leone. I think there is a lot to learn about implementation strategies from an organization that is able to get the job done in an environment where conditions for high quality implementation are so non-conducive – and at the same time so very crucial.

5. *If you had the resources for it, what within implementation science or practice would you want to work with next?*

I would love to develop a strategy and action plan specifically aiming at increasing and maintaining the awareness and knowledge about implementation science among key leaders within provider agencies, and in government administration. Implementation is fraught with barriers, and a major obstacle is that key leaders often are not aware of what it takes to implement and sustain an innovation. And when knowledgeable and supportive leaders move on to other positions, there is a substantial risk that new leaders will not give the necessary support to sustain innovations that are already implemented. It is vital to address this in a systematic way, not least to secure the continued existence of the innovations that have been painstakingly implemented over years.