

Tom Jefford



Tom Jefford, from Cambridge England, is the Head of Youth Support Services at Cambridgeshire County Council where he is responsible for a variety of program areas such as youth offending, alternative education, and Multi Systemic Therapy.

Tom is also the treasurer of the EIC Founding Board, and thus a very valuable player in the EIC team. Get to know him better through our interview:

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

I very much like the [Damschroder Consolidated Framework for Implementation Research](#). It helps me to ask questions about organisations and systems which can reveal all sorts of issues and ideas about implementation. I am also using it as part of my doctoral research.

1. Tell us more about that research? What is it about?

I am interested in how organisations implement evidence based interventions and this has been a focus of my doctoral research. I am investigating three sites who all introduced an evidence based intervention in 2008 with the same funding and support offered. One closed early, one closed late and one flourished and expanded. I am beginning to analyse data and am looking at how the organisational context, leadership and cultures all contributed to these varied outcomes. I think that learning from mistakes and failures can be very helpful. I am using Laura Damschroder's (2009) [Consolidated Framework for Implementation Research](#) (CFIR) as a conceptual framework to assist in my thinking and structure. As I enter my write up phase, I have lots to consider but hope that I will develop a practice based and applied set of results which I can use in implementation and share with others too

2. What else are you currently working on that relates to implementation?

I am developing a new business for evidence based services, so this is very much implementation related. More to come, very soon!

3. If you were to have lunch with another 'implementer', whom would you pick?

Clearly Gregory Aarons – he's a clinical and organizational psychologist and works as a professor in the Department of Psychiatry at the University of California, San Diego. I am quite interested in the work that he is doing on implementation leadership.

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

This is a really difficult question to answer. Doing research makes one realise how much there is to learn and how many options there are to take in research development. I like **applying** research to practice so I would say that whilst there is much to learn there is much to apply too, because there is no point in finding out stuff and then not using it. So, **application** – making implementation operational – would probably be my preferred focus in the future.