



EUROPEAN
IMPLEMENTATION
COLLABORATIVE

Inspire Implement Improve

Implementer Portrait



Deborah Ghate is the Chief Executive of [The Colebrooke Centre for Evidence and Implementation](#), located near London in the UK. The Centre is an intermediary and non-profit organization focusing on social care for children and families.

1. What are some of your favourite articles (or other publications) on implementation?

I still find [Trish Greenhalgh and colleagues' \(2004\)](#) seminal article on diffusion of innovations in service organisations very inspiring: they flag up so many important features of what has become our field, and it's so elegantly written. I have also been citing [David Chambers, Russ Glasgow's and Kurt Stange's 2013 paper](#) on the dynamic sustainability framework a lot recently. It provides a very helpful reframing of the fidelity - adaptation paradox that all real world implementers have to engage with. I'm pleased to see the dogma around 'fidelity or nothing!' softening, and a more sophisticated debate emerging that acknowledges the real world messiness out there, and the need to get smarter about how we adapt to local constraints. I think in Europe we have known this was needed for a long while.

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

I'm excited to have been invited to be part of a new group led by Allison Metz at the [National Implementation Research Network](#) that will soon have its first meeting to explore if we can build and test a cross-disciplinary theory of change for co-creation. Commentators are increasingly asserting that co-creation is a way to create and mobilise knowledge for better implementation outcomes, but I'm not sure we've yet amassed the evidence to show that is the case. This project will be a step along that road. Apart from that, several projects including a major implementation evaluation for a foster care innovation and chairing the [UK Implementation Network](#) keep me pretty busy.

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

The field is blossoming, so there are lots of people! A lunch together with the folks who are leading the new regional/national implementation networks, collaborations and societies across the world would be fun: we could share our stories of the journey so far, troubleshoot some challenges together, and cheer each other on. Maybe we'll get to do that at GIC2017....?

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

I would love to find a brave service organisation willing to engage in co-creative collaboration for an innovation or improvement project all the way from 'exploration' to 'sustainment', and document the process as we go. I think that would tell us so much about how the current theories and frameworks map on to implementation work in the real world, and where they need refining and adapting to local context.