



introducing

The Colebrooke Centre

for evidence and implementation

helping what works to work better



how we can help

The Colebrooke Centre is part of a new generation of not-for-profit organisations across the world, working to improve results in the field of child and family health and social care.

We believe that high quality implementation is the key to better results, and that high quality implementation is evidence-informed.

We are committed to using knowledge from science and practice to strengthen the design and delivery of services in ways that improve and preserve their effectiveness.

We aim to harness the insights and tools generated in recent years by the movement towards evidence-based practice for the benefit of the widest possible group of services and interventions.

We are creating an agile and flexible organisational structure and building on the skills and know-how of an experienced group of associates and partners who have longstanding commitments to better child and family services. Their expertise ranges across policy, practice, research, knowledge utilisation and organisational development.



'what is known is generally not what is adopted'

Although we have had decades of research dedicated to illuminating 'what works' to improve outcomes for children and families, we are still not exploiting and applying this knowledge fully. Often, good services - even those that have been proven to be effective elsewhere - lose their effectiveness when transplanted to different locations and systems. There are many reasons why this might happen, but implementation scientists believe that frequently, part of the cause is the 'implementation gap': when the context or manner in which an otherwise effective service is delivered undermines its effectiveness¹. For this reason, attention to how services are delivered is just as important as what is delivered. Experts in service improvement identify a need to move from simply disseminating information about 'what works' to active strategies to embed that learning in policy and in daily practice: in other words, to move from 'letting it happen' via 'helping it happen' to '**making it happen**'². This is the focus of the Colebrooke Centre: not just finding out 'what works'; but helping service providers and policy planners to make what works, work better.

¹ Fixsen D, Naoom S, Blase K, Friedman R and Wallace F (2005) *Implementation Research: a synthesis of the literature* Tampa FL: University of South Florida, Louis de le Parte Florida Mental Health Institute, the National implementation Research Network, (FMHI Publication #231).

² Greenhalgh T, Robert G, Macfarlane F, Bate P and Kyriakidou O (2004) 'Diffusion of innovations in service organisations: systematic review and recommendations' *The Milbank Quarterly* 82:4 581-629



our mission and objectives

Our mission is to improve the effectiveness of systems and services for children and families by promoting and applying an evidence-informed approach to their design and delivery. It is supported by these objectives:

- to apply an evidence-informed perspective to assist in the design of better health and social care systems and services for children, families and others
- to apply learning and tools from implementation science to the delivery of better services, and to improve behaviours and practice
- to synthesise and disseminate learning from international research and practice on all aspects of effective design and implementation of services for children, families and others
- to undertake research and evaluation studies in the areas of intervention and implementation science and practice
- to inform and educate the research, policy and practice communities on developments in implementation science and its potential applications
- to collaborate internationally with expert individuals and organisations who are working to improve services for children, families and others
- to contribute to scientific, policy and practice debates in the field of implementation science and practice
- to build capacity within the four nations of the UK in implementation science, policy and practice.



what we offer

- tailored support, tailored advice
- contributing to the knowledge base

Research shows that all aspects of a service affect the ease and quality of implementation – from the policy and systems context, through its design, to its method of delivery. Quality of implementation in turn affects the results. We can assist policy makers and providers to use knowledge to improve all aspects of service implementation, through tailored, hands-on technical assistance. Some of the ways we can do this include:

- needs analysis for the development of new systems and services
- new service design using evidence-informed techniques and tools
- existing service review, benchmarking of implementation quality and best practice analysis and support
- synthesis and analysis of implementation-relevant evidence tailored to specific organisational, system or project requirements
- developing in-house organisational capacity in using, commissioning and doing implementation research
- advice on evidence-informed organisational development and delivering change.

As longstanding researchers and writers on what works, (and why, and how), we contribute to the national and international knowledge base through publishing and by engaging in practical and scholarly debates about service improvement. We will also act as a resource for sharing and building knowledge with colleagues in the practice, policy and research communities.



The Colebrooke Centre was established in July 2011 as an independent non-profit company with a social purpose. It is based in central London, governed by a board of executive and non-executive directors, and is funded by means of grants, contracts, consultancy and donations. We also undertake pro-bono or discounted work for good causes that could not otherwise afford the Centre's expertise.

The Centre is built around partnership, and we are forming collaborations nationally and internationally with other centres of expertise and with experienced colleagues working independently (our Associates). Our project teams are formed to provide a precise match of skills and expertise to the requirements of the work. We are convening an international panel of advisors to help guide our work, and we are active participants in international initiatives such as the Global Implementation Initiative.



We are growing our team. Founding members include:

Deborah Ghaté, D.Phil, Director, Chief Executive

Deborah has worked in social policy and intervention science for over 20 years, and between 1998 and 2007 was the director of the independent Policy Research Bureau in London. She has pursued a strong interest in 'what works' for children and families throughout her career and is the author of many publications that explore this question from different perspectives. She set up the Colebrooke Centre to continue work that she began at the Centre for Effective Services in Ireland and Northern Ireland, where she was the founding Chief Executive between 2008 and 2011.

Jane Lewis, Director, Principal Associate

Jane has a longstanding career in social policy evaluation and research and more recently in research utilisation. She was Director of Research in Practice until May 2011, supporting local authorities and voluntary sector organisations in developing evidence-informed practice in child and family services. Before that she was Director of NCB's research and evaluation department and Director of the Qualitative Research Unit at NatCen. She now works independently with a developing portfolio of projects focusing on research implementation, evaluation and research in services for families and children.



Across the world, a focus on implementation quality is becoming recognised as the key to better results from services. Implementation is about active and planned efforts to identify approaches or interventions that work and deliver them in ways that maximise and preserve their effectiveness. Implementation science is about the study of the best methods for improving implementation quality. Implementation support is about applying research and other knowledge in a tailored, 'hands-on' way to help policy makers and services deliver on their aspirations.

For more information:

Dr Deborah Ghate

Chief Executive

[The Colebrooke Centre for Evidence and Implementation](#)

145-157 St John Street

London EC1V 4PW

e: dghate@cevi.org.uk

m: +44 (0) 7771 784 922

printed October 2011

The Colebrooke Centre for Evidence and Implementation is an independent non-profit company, limited by guarantee and registered in England and Wales, No. 7712883.