



ImpleMentAll Final Conference
16th-17th March 2021

ItFits-toolkit: Process Evaluation

Tracy Finch

**On behalf of the full process
evaluation team (WPs 1,2,3,5)**

**D2.3: Final progress report on
tailored implementation
activities undertaken using the
ItFits-toolkit**



ImpleMentAll
G.A. 733025

Process Evaluation of ItFits-toolkit

Aim

The aim of the process evaluation is **to understand how the toolkit works in practice** and the mechanisms that shape this

Research questions

1. How do IMA implementation teams **engage** with the ItFits toolkit?
2. How is ItFits-toolkit **reconfigured and adapted** within and across settings?
3. What **factors shape** implementation of the ItFits toolkit?

Data collection summary

Interviews

Interviews conducted: **n=55**

Interviewees (Implementation leads; core team members; stakeholders): **n=30**

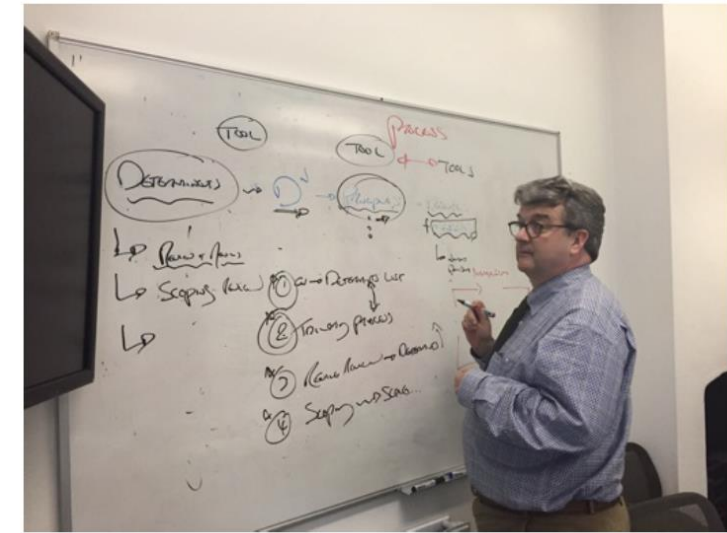
Interviews **conducted per site: n=2-7**

Observations

Observations from **support calls** sites participated in: **n=19**

Support calls included multiple sites together

Data Analysis



Collaborative Across work packages

Iterative Coding, discussion, fieldwork

Conceptual Developing, testing and refining ideas, models and frameworks

ItFits-toolkit engagement

Initiated n=31 projects (range: 1-6)

Completed Module 3 (strategy implementation), n=20 projects

Module 4, n=12 projects

Common barrier areas Acceptance (n=16), Working processes (n=8), Engagement (n=3).

Common strategy areas Educate (n=16), Plan (n=5), Quality Management (n=3).

Working with the ItFits-toolkit

Introducing	Made sense and saw value of the ItFits toolkit
Embedding	<p>ItFits toolkit developed, adapted and coordinated implementation work</p> <p>Included more work with stakeholders</p> <p>Within intra and inter-organisation, external and trial-related contexts that shape implementation work</p>
Sustaining	Legacy of ItFits in reframing (some) routines of working

Learning to see value

Supported implementers to **slow down and make their assumption explicit**:

In the beginning I was like oh my god, **this is going too slow, it's too little**, I need to do so much more **but it really helps to slow down** because we got back so much more often to the team and that I mean like the [clinical stakeholders] because **we have much more contact**, the plan and **everything we did to enhance the implementation worked better** (Interview 20)

Adapting routines – giving focus

It-Fits provided a **co-ordinating structure** that **re-framed the relationship** to the implementation work:

IntA: Yeah. Yeah, I think you've got a **clearer plan and trajectory going forward** whereas yeah maybe with some of our other projects they kind of go along and you might get to a point and be like “oh, where do we go from here” [...]

IntB: Yeah, it's very clear.

IntA: It's very clear where you're going, what the next step is, what's the next thing that we need to be doing. So in that sense **it probably makes less random tangents**

(Interview 41)

Adapting routines – thinking differently

The ItFits-toolkit also enables sites to engage in more creative thinking, **to think outside the box:**

What was the last thing that we really worked, or that really had a big impact on our work, was this **list of strategies** because we really had to consider several ones and it **made us think also of approaches that I think we would not have usually come up with**. ... the process of considering was quite helpful I think. And so we picked two strategies that are actually in the toolkit and then added ... an extra strategy ourselves
(Interview 12)

Negotiating compromise

Working with stakeholders - bringing together different interests, positions, or ideas; deciding on relevancy and feasibility of potential projects

Internal and external issues and events - staff turnover; organisational bureaucracy; holiday schedules; natural disasters ... plans had to be negotiated

Context of IMA trial/project - facilitating and constraining project decisions and scope for completion

Beyond ImpleMentAll – Sustaining

Users differentiated between the **online platform** (and its contents) and the **‘learning’** that might be applied in future projects:

I think...I’m not sure if I would use the toolkit itself but I certainly will **take some of the learnings** and the strategies **with me** (Interview 24).

It’s sometimes good to confirm what you were planning to do or as next steps by that. It’s like a guidance. It’s like **a support that you can use** (Interview 31)

Embedding the ItFits-toolkit

ItFits-toolkit was **'workable'** - (guided) **flexibility** was key

ItFits-toolkit **did change** the way that implementation teams worked

A range of **factors** (internal and external) **affected execution** of implementation teams' implementation strategies:

In the trial, **timelines** needed for strategy implementation and impact may be limited

Beyond scope (and power) to assess **effectiveness of specific strategies**



Thank you!