



Implementation Checklist

Implementation is an attempt to introduce a new intervention, innovation or policy developed through research and apply it to health and/or social care and the third sector.

This downloadable Implementation Checklist is intended to help you and your team consider implementation from the outset of your project and can be used alongside the interactive Implementation Wheel and bitesize webinars to flexibly support you and your team in your implementation journey. Informed by a range of sources, including the Medical Research Council Framework for Developing and Evaluating Complex Interventions (2008, 2021) and our empirically grounded knowledge and experience of implementation in health and social care, the Checklist will help you and your team assess whether or not implementation considerations are being addressed.

The Implementation Checklist comprises the same domains as the WIT Implementation Wheel and Webinars <https://implementationtoolkit.org.uk/webinars/>. You are encouraged to use this when first considering and designing your project. The Checklist has six domains. Within each domain there are a set of statements/questions addressing different aspects of the implementation process and the conditions required for the adoption of project outputs. These are included as prompts to help you make the assessment. *Please note: You are encouraged to consider each question in relation to its domain, similar questions are included in more than one domain for you to think about them in the context of the particular domain in which they are included.*

We recommend revisiting the Checklist as your project progresses to help consider key areas to pay attention to, identify potential challenges to implementation and where investment of time and resources may be needed.

To complete the Checklist:

- Think about your project and consider each statement within the domain and its accompanying statements/questions.
- Discuss as a team and decide if you agree or disagree with the statement, or are unsure, by placing a tick in the relevant column.

- Consider evidence you have to support your response and provide details of this in the **evidence** section. We suggest you include as much evidence as possible as this will help you with assessing whether these considerations are being addressed. For example, this might be a literature search, conversation with a clinician, or a policy announcement.

GLOSSARY

Adoption: the uptake and application of project outputs within organisations and wider health and social care settings so that they become embedded and part of everyday practice.

Buy-in: the extent to which individuals actively support implementation of the output.

Co-produced: a way of working together, often with stakeholders with relevant knowledge and experience, including service users and people with lived experience, to reach a collective output.

Engagement: the involvement of individuals in supporting implementation of the output.

Implementation: the attempt to introduce a new intervention, innovation or policy developed through research and apply it to health and/or social care and the third sector.

Implementation champion: someone within the organisation or system in which implementation is intended who can lead, drive and support implementation and advocate and promote for the project output's adoption.

Network: groups of individuals and organisations who may be able to help with supporting implementation.

Outcomes and impact: outcomes refer to what you wish to achieve as a result of implementation (e.g. increase use by patients or service users), impact refers to effects of the outcome for different stakeholder groups and the wider health and social care system.

Project outputs: the product of your research project. This could be a policy contribution, intervention, innovation, change in practice website or tool.

Spread: how project outputs and recommendations will be used or adopted in organisations and settings beyond the original organisation where implementation takes place.

Stakeholder: those who are involved and who may benefit from the project (e.g. patients, service users, families, health and social care professionals and third sector representatives).

Sustainability: the continued use or 'normalisation' of the project output following implementation.

For each of the following domains please assess your readiness and provide evidence to support your responses. You may wish to revisit and update this as your project develops.

Domain 1: Project Outputs. This domain helps you consider the deliverables or what is to be produced as a result of your project.			
	Agree	Disagree	Unsure
The output of the project is to develop an intervention/process/solution evidence/policy /tool/guideline to be implemented			
Timelines to implementation are realistic and achievable			
Resources have been considered and secured			
What should I consider for my project?	Evidence		
What are the anticipated timelines for implementing or taking up and using project findings in real world practice and are these achievable?			
Who will the output be relevant to? (e.g., patients, social care service users, family carers, charity sector professionals)			
How will the output be made available and in what format? (e.g., online and/or printed copy)			
How will the output be made accessible to those you are intending to reach? (e.g., are they freely accessible?)			
How long will they be available? (e.g., a few months or several years)			
What resources will be needed to support this output?			
Who will be needed to support this output? (e.g., marketing costs in raising awareness, training)			
How will this output be maintained? (e.g., will it require regular work to maintain the resource?)			
What ongoing resources will be needed to maintain this? (e.g., administrative costs in running a website)			

Domain 2: Buy in and Engagement.

This domain helps you consider who needs to be engaged as part of the implementation process, what routes to engagement to use and how engagement will be maintained during implementation.

	Agree	Disagree	Unsure
Key stakeholders have been identified and engaged as part of a co-production process			
We have considered when and how to enlist further engagement			
We have identified Implementation champions who have clinical and systems knowledge and capacity to lay groundwork for adoption, ensure responsiveness and maintenance			
We have considered who may challenge implementation and how we will overcome resistance			
What should I consider for my project?	Evidence		
Which individuals/organisations need to be engaged? What routes and formats can you use to engage them?			
Who do you need to involve from the beginning? How will you identify who else you need as your project develops and how will you sustain engagement?			
How will you promote your project to increase confidence and coherence?			
What are the required strengths and assets that they can bring to the project?			
Who do you need to engage to facilitate organisational change?			
Has high-level endorsement been secured from the appropriate people?			
Who can help ensure governance and policy procedures are met?			
Have you got formal evidence of buy-in and engagement?			

Who will be impacted by implementation and what are the potential challenges to implementation?	
Are there key proponents or champions who can make the case for implementation and manage any resistance or attempts to derail implementation?	
Is there patient and public engagement to ensure that those who use services can be heard and listened to?	
How will you ensure shared agreement about the work needed and who will carry this out?	

Domain 3: Fit with Health and Social Care Systems.
This domain helps you consider how implementation of your project output(s) fit with the changing needs of the health and social care systems and local, regional and national directives and policy

	Agree	Disagree	Unsure
Implementation will address gaps in health/social care delivery and provision			
The intervention/process/solution/evidence/policy/tool/guideline is locally relevant and actionable			
Implementation will fit with existing ways of working, including professional roles and responsibilities/pathways			
Consideration has been given to how implementation might compete with other implementation/improvement work currently or recently taken place			
Consideration has been given to the impact of implementation on existing systems and how any adverse effects could be mitigated against			
Challenges that may arise as a result of implementation have been considered			
Resources have been identified to support implementation			
Implementation will be of value to local, regional and national partners			

What should I consider for my project?	Evidence
What are the current gaps in health and social care delivery and provision?	
How will implementation help address these gaps?	
What does implementation offer to relevant organisation(s) and the wider health and social care systems?	
What is the evidence to support that implementation is locally relevant and actionable?	
What guidelines/policies/processes will need to be put in place to support this?	
Will a case need to be established for implementation within the organisation?	
Is there indication that the output will be commissioned? Will there be funding/commissioning in longer term?	
Who will lead implementation? Do they have the required knowledge, skills and insights? What support will they need?	
What are the organisation/system incentives to implement? What is the potential value to users/organisations/systems? Is value likely to change?	
How will implementation impact on current ways of working? Will it add to or duplicate existing work? Will people have to work in different ways?	
What does your project offer that differs from any similar initiatives?	
How will you identify and evaluate impact?	
What actions will be in place to manage any adverse effects?	
What potential challenges can you identify and what actions will be in place to manage these?	
What resources are required? Who will be responsible for these? What are the cost implications?	
What are the benefits/incentives to implement for those involved? (e.g., patients, service users, family carers and health, social care and third sector professionals)	

Domain 4: Alignment with Health and Social Care Priorities.

This domain helps you consider how implementation of your project outputs(s) align with the changing needs of health and social care priorities in local, regional and national directives and policy.

	Agree	Disagree	Unsure
Implementation is a priority for all relevant stakeholders			
Implementation aligns to regional and national priorities and directives			
What should I consider for my project?	Evidence		
What is the evidence to support the need for implementation?			
What are the priorities of all relevant stakeholders?			
Is implementation a priority for the organisation(s) within which it will be introduced?			
Is implementation a priority for local, regional and national health and social care systems?			
Does implementation differ as a priority at local, regional and national levels?			
How will implementation benefit stakeholders and those organisations and systems within which it is introduced?			
How will you ensure implementation aligns with the priorities and directives of the organisations within which implementation will take place?			
How may these priorities change over time?			

Domain 5: Outcomes and Impact.

This domain helps you consider the outcomes and impact of your project output(s) for patients, service users, health and social care professionals, third sector organisation professionals and health and social care systems.

	Agree	Disagree	Unsure
Implementation will have benefits for patients, commissioners and providers and the health/social care system			
Implementation will improve effectiveness/efficiency/costs			
What should I consider for my project?			
	Evidence		
How will stakeholders be involved in defining outcomes for the project?			
What will be the benefits of these outcomes to stakeholders, and will these be identifiable for all stakeholders?			
How will engagement be maintained during implementation?			
How are these outcomes achievable and how may the outcomes change over time? (e.g., in relation to the wider health and social care system)			
What is the potential impact likely to be? (e.g., improvements in effectiveness/efficiency of a service, access to care or reduction in inequalities)			
What measurable changes or results will this impact lead to?			
How are changes to be assessed or evaluated immediately and over time?			
How will these changes impact stakeholders and the wider health and social care systems?			

Domain 6: Adoption and Spread.

This domain helps you to consider factors that may influence the uptake of the project output within the original context in which it is to be introduced and to other organisations.

	Agree	Disagree	Unsure
There is the potential for adoption within and spread beyond the organisation in which implementation will initially take place to the wider health and social care system			
Have opportunities to collaborate or work with other organisations been identified to support the spread? e.g. NIHR Applied Research Collaborations (ARCs); Academic Health Science Networks (AHSNs), Integrated Care Systems (ICS), Innovation Hubs			
What should I consider for my project?			
	Evidence		
What factors are likely to influence adoption and lead to take-up beyond the initial implementation site?			
What structures have been identified to support this, e.g. NIHR ARCs, AHSNs, ICSs?			
What capacity has been identified in other organisations to support adoption and spread e.g. Implementation champions/advocates, training etc			
What level of flexibility is available for adoption of the output in other organisational contexts?			
What are the implications if the output is not adopted beyond the original implementation site?			