

Understanding the work
of implementation

How Normalization
Process Theory can
help

Carl May

LONDON
SCHOOL *of*
HYGIENE
& TROPICAL
MEDICINE



Implementation processes and implementation science are *not the same*

Implementation projects interact with messy environments and are characterized by improvisation, emergence, and *complexity*

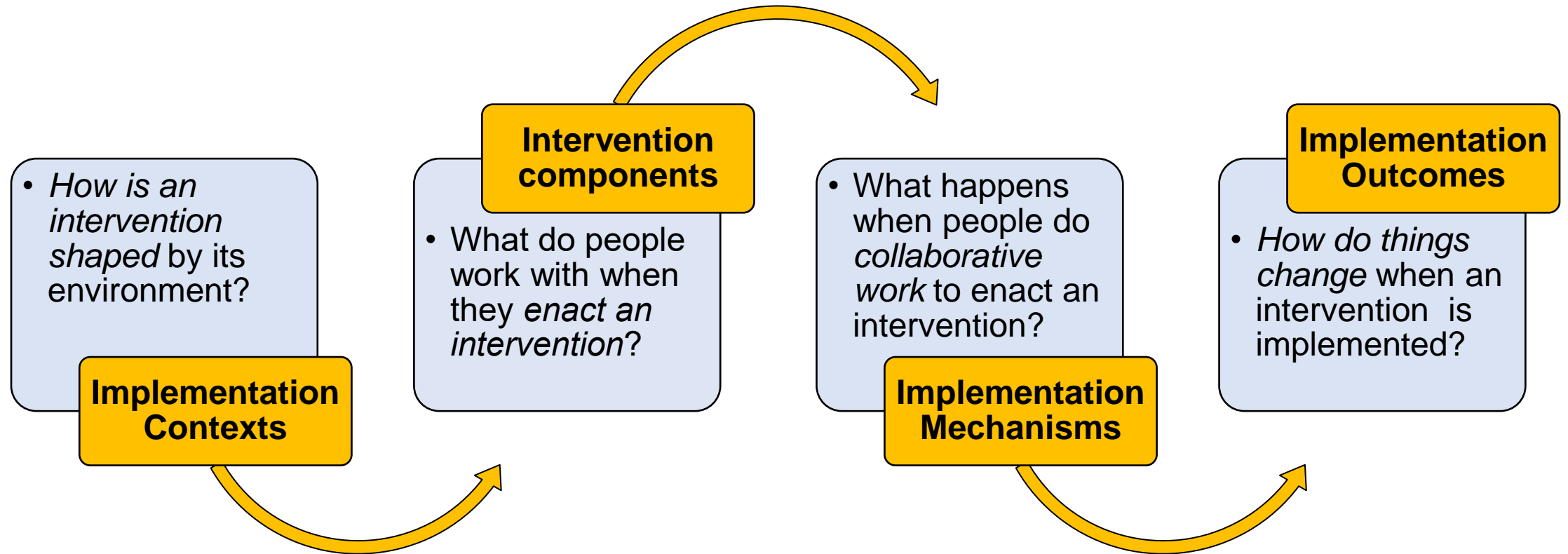
Implementation science (IS) is the study of methods to promote the adoption and integration of evidence-based practices, interventions, and policies into routine health care and public health settings to improve our impact on population health.

NIH. *What is Implementation Science?* <https://cancercontrol.cancer.gov/IS/about.html> accessed 27 August 2019.

Implementation processes are attempts to translate of the strategic intentions of one group of actors into the everyday practices of others. The essence of implementation is collective action and collaborative work.

May, C., T. Rapley, and T. Finch, (2020) Normalization Process Theory, in *International Handbook of Implementation Science*, P. Nilsen and S. Birken, Editors. Edward Elgar: London

Implementation processes call on us to explore four important domains of activity, always asking, 'what's the work'?



NPT Coding Manual

Not just a coding manual, though. It consolidates & simplifies NPT around a contexts → mechanisms → outcomes model for analyzing implementation processes.

May et al. *Implementation Science* (2022) 17:19
<https://doi.org/10.1186/s13012-022-01191-x>


Implementation Science

METHODOLOGY

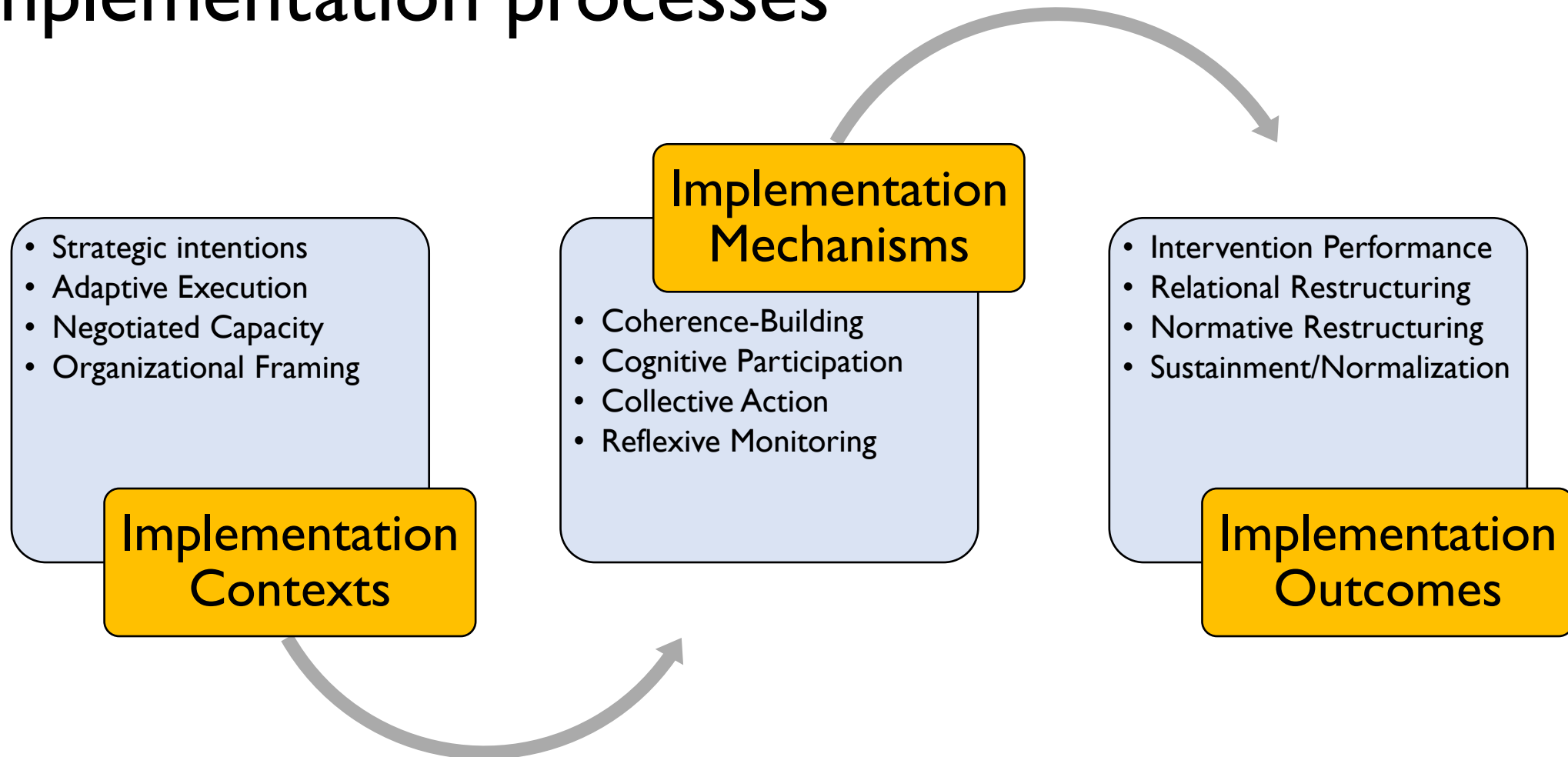
Open Access

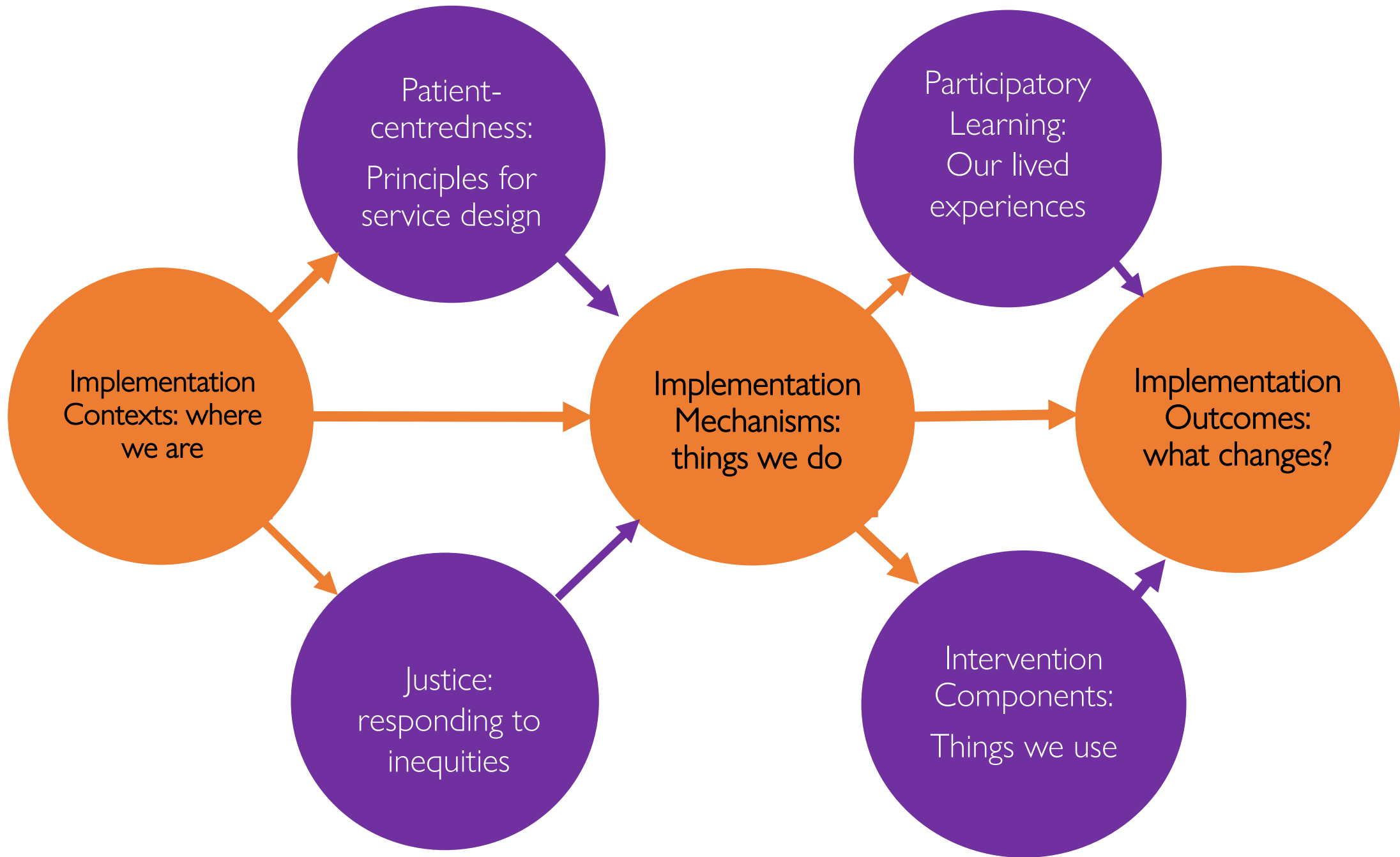


Translational framework for implementation evaluation and research: a normalisation process theory coding manual for qualitative research and instrument development

Carl R. May^{1*} , Bianca Albers², Mike Bracher³, Tracy L. Finch⁴, Anthony Gilbert⁵, Melissa Girling⁴, Kathryn Greenwood⁶, Anne MacFarlane⁷, Frances S. Mair⁸, Christine M. May⁹, Elizabeth Murray¹⁰, Sebastian Potthoff¹¹ and Tim Rapley¹¹

NPT identifies, characterizes, and explains mechanisms that motivate and shape implementation processes





Implementation Contexts: where we are

Patient-centredness: Principles for service design

Implementation Mechanisms: things we do

Participatory Learning: Our lived experiences

Implementation Outcomes: what changes?

Justice: responding to inequities

Intervention Components: Things we use

FUNDED BY

NIHR | National Institute
for Health Research

This independent research was funded by the National Institute for Health Research (NIHR ARC North Thames). The views expressed are those of the author and not necessarily those of the NIHR or the Department of Health and Social Care.

Grateful acknowledgement to my co-authors and collaborators

Thank you for your kind attention

Questions?

Email me at carl.may@lshtm.ac.uk

Follow me on X//Twitter [@CarlRMay](https://twitter.com/CarlRMay)