



SUPPORTING FACILITY READINESS TO ADOPT CHANGE

Evaluation of the Context Assessment Toolkit

SUMMARY

The Context Assessment Toolkit aims to improve the acceptance and adoption of practice improvements in health facilities. Up to 60 percent of efforts to introduce innovation in health care either fail to be implemented or cannot be sustained. Understanding and addressing contextual factors, such as leadership commitment, staff motivation, and communication norms, can open the way to more effective improvement and implementation strategies. This new toolkit, which includes a set of short surveys and a conversation guide, is designed to systematically measure and synthesize contextual factors that are not commonly explored or documented to inform strategies for the roll-out and sustainment of a practice improvement (Table 1).

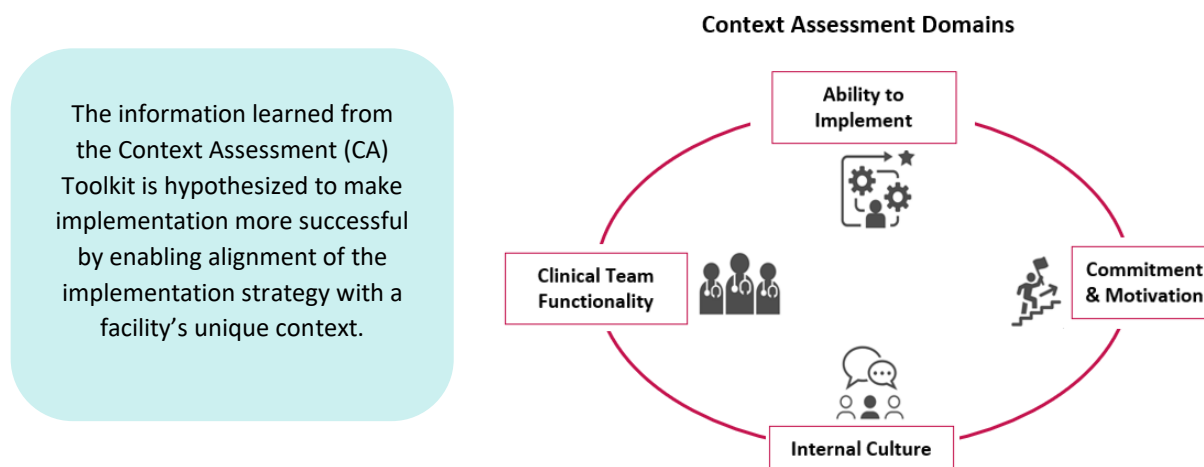
The Context Assessment Toolkit, originally developed by [Ariadne Labs](#), was designed to be used in conjunction with a planned practice improvement or intervention. Accordingly, two implementing partners agreed to use the toolkit as part of their planned interventions — [MOMENTUM Country and Global Leadership](#) Indonesia’s hospital mentoring and facilitative supervision program, and [Lifebox’s Clean Cut program](#) in Ethiopia — in order to assess its feasibility, acceptability, and perceived utility.

Participants from both health facilities and implementing partners saw value in using the Context Assessment Toolkit because it led to productive communication, identified potential challenges, and would likely open the way to adaptation of their quality improvement strategies. Participants noted challenges with the length of time to implement and complete the tools, scheduling difficulties, and additional support needed to act on the results.

The recommendation resulting from this evaluation is to revise the Context Assessment Toolkit based on feedback and to engage in a process of continued adaptive learning that will refine and improve the toolkit for expanded use.

PROJECT OVERVIEW

The Context Assessment (CA) Toolkit provides implementing partners with information needed to customize their process for introducing a new facility-based practice to their unique context. This toolkit differs from other organization assessment readiness or effectiveness tools (e.g., Service Availability and Readiness Assessment or SARA) in that it more narrowly addresses the contextual factors around a health facility's ability to implement a specific change to health care practice. The data collected by the CA tools result in a synthesized report that implementing organizations can analyze where potential areas of opportunities and strengths are identified, particularly related to staff perceptions and behaviors. Implementing organizations can use these data to modify their intervention strategy.



As part of MOMENTUM Knowledge Accelerator's efforts, the CA Toolkit was piloted across 20 facilities with 233 CA surveys being completed by health facility leaders and health care workers (HCWs) affiliated with MOMENTUM Country and Global Leadership in Indonesia and a non-Momentum partner, Lifebox's Clean Cut program in Ethiopia. Ten sites in Indonesia completed the conversation guide (each facility generally having one group conversation with leaders and a separate group conversation with staff) and one site in Ethiopia used it through one-to-one phone interviews.

This brief summarizes the final evaluation results of this process and charts next steps that MOMENTUM Knowledge Accelerator will take for continued refinement of the CA Toolkit throughout the MOMENTUM suite. In this brief, the term "participants" refers to facility-based leaders and staff who were surveyed as part of the CA, while "implementing partners" (e.g., MOMENTUM Country and Global Leadership Indonesia and Lifebox staff) administered the CA Toolkit.

TABLE 1: CONTEXT ASSESSMENT TOOLKIT COMPONENTS

CA Tool	Purpose	Frequency	Who Completes			
			Leaders	HCWs	Impl. Team	Community
Pre-Implementation Survey	Collects close-ended data to inform decisions about readiness to implement and the implementation strategy	Once: Before or during early stages of activity implementation	●	●	●	

Conversation Guide	Collects open-ended data to inform decisions about readiness to implement and the implementation strategy; accessible to facility staff of all literacy levels	Once: Before or during early stages of activity implementation	●	●		●
Progress Survey¹	Collects close-ended data to assess contextual factors that may impact implementation success and inform changes to the implementation strategy	Once: Approximately 3 months after activity implementation starts	●	●	●	
Pulse Check Survey¹	Collects close-ended data for the implementation team to monitor progress and assess implementation risks	Monthly, during activity implementation period			●	

EVALUATION RESULTS

The CA Toolkit was evaluated using a mixed-methods approach to assess the toolkit’s acceptability, feasibility, and perceived utility. Qualitative data were collected from interviews with facility survey participants as well as focus group discussions with implementing partners and analyzed using thematic analysis. Quantitative data were analyzed for all pre-implementation survey data that included frequency analysis of responses to determine ceiling/floor effects, chi-squared analyses for differences in responses by role, chi-squared analyses for differences in response by program, and maximum incidence of same response type to assess for evidence of straightlining (i.e., providing the same response for a significant number of questions); evaluation surveys from implementing partners were analyzed using descriptive statistics.

The main outcomes of interest are defined as follows:




- **Acceptability** – Are facilities willing to do the assessment? Are assessments perceived as useful, appropriate, not too burdensome?
- **Feasibility** – Can the facilities complete the assessment tools (e.g., response rates, how long it takes to provide the data, are they able to answer the questions)? What level of effort is required by respondents and the organizations to administer the toolkit?
- **Utility** – How do stakeholders use the results to inform implementation decisions? Do implementing organizations feel like the information generated by this toolkit made implementation at the facility more efficient and/or more successful? Do the tools ask about relevant aspects of context?

The findings for the evaluation follow.

¹ Progress and Pulse Check Surveys could not be used due to delays in program implementation with the study participants. As such, they were excluded from the evaluation.




ACCEPTABILITY

Facility participants overwhelmingly viewed the CA Toolkit positively (96 percent of facility leaders and staff) and would participate again.

KEY FINDINGS	
	Tools are useful in understanding and improving the healthcare facility by addressing gaps and weaknesses.
	Facilities require additional socializing of tools and quality improvement concepts in advance.
	Survey and conversation guide questions were sometimes difficult to understand for facility staff.




FEASIBILITY

Perceptions of feasibility of the two tools (pre-implementation survey and conversation guide) differed by stakeholder type.

KEY FINDINGS	
	Discussions facilitated group problem solving and raised group awareness of issues for facility staff.
	Mixed feedback on what combination of tools to use between facility staff and implementing partners.
	Implementing partners were unclear on how to use results to improve implementation.

UTILITY

Facility leaders and staff felt that the CA activities were useful for learning more about their health facility and that the results would help them improve the quality of care they can provide.

KEY FINDINGS	
	Excitement from facility staff about the prospect of using Context Assessment results to make improvements.
	Facilities were delayed in seeing results because implementing partners required coaching on interpretation.
	Implementation partners were not always clear on what to do with the information.

Context Assessment Toolkit in Action

In Indonesia, MOMENTUM Country and Global Leadership used the pre-implementation survey and conversation guide in their mentoring and supervision interventions. A total of 103 HCWs and other staff from 10 sites participated in this exercise. MOMENTUM Knowledge Accelerator reviewed all results with the MOMENTUM Country and Global Leadership program team and identified core findings for the facilities, which were then integrated into implementation plans.

While reviewing results, the MOMENTUM Country and Global Leadership team became interested in learning more about the methods for identifying and exploring themes that emerged from the toolkit. The team has decided to continue the use of the Context Assessment Toolkit past the evaluation period to support facilities with monitoring progress of their quality improvement activities.

NEXT STEPS

Participants from facilities *and* implementing partners saw value in using the CA Toolkit because it would improve the quality of care they can provide and contribute to quality improvement more broadly. Based on the limited data on utility, especially around use of results, the recommendation from this evaluation is for MOMENTUM Knowledge Accelerator to revise the Context Assessment Toolkit and to engage in a process of continued adaptive learning that will refine and improve the toolkit for expanded use. While the general format of the toolkit as well as the domains that are assessed as part of the process will remain the same, revisions are underway for the CA Toolkit to address findings from this evaluation, including:

- Expanding the initial orientation beyond implementing partners to facility participants to highlight the purpose of the CA and its relevancy.
- Simplifying the language and reduce length of the survey to better allow understanding of survey questions and reduce barriers to completing the survey.
- Increasing initial coaching for implementing partners on how to interpret and operationalize results, in order to support implementing partners in providing this support internally (Training-of-Trainers model).
- Providing additional examples and strategies of how implementers and facilities can use the results to adapt program implementation and promote improvement.

For more information on using the CA Toolkit, please reach out to MAKLab via email at MAKLab@prb.org or submit a request on the MOMENTUM HUB.

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