

Implementer Portrait: Anne Etzelmüller



Anne Etzelmüller is working as a researcher and project manager in the Content & Research Team at [HelloBetter](#) and as project manager for the [Netherlands Implementation Collaborative \(NIC\)](#) at [ZonMw](#). Anne is affiliated with the [Friedrich-Alexander Universität Erlangen-Nürnberg \(FAU\)](#) where her primary research interests are in the field of mental and e-mental health.

Anne's home is in Amsterdam, The Netherlands, but her work is in Berlin, Germany, and Den Haag, The Netherlands. In German, Anne's first language, she says *Implementierung* (implementation) and *Wissenstransfer* (knowledge translation) – even though there is still a debate about such terminology in German language.

What is one of your favourite articles on implementation?

Powell and colleagues' "[A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change \(ERIC\) project](#)". I read it in a phase where I was trying to get a grip on the implementation-as-usual monitoring for the ImpleMentAll project. It changed my way of thinking about what the implementation sites were actually doing to integrate the iCBT services in their local context and I wanted to learn more about this. At the same time, I applied to the "Training Institute for Dissemination & Implementation Research in Health – Ireland", I based my proposal on this publication as well as on other publications from this group. At this point, I had no idea that Byron Powell himself would be the facilitator for my training group. I learned a lot from him and the TIDIRH-Ireland group, for my project and beyond. I believe that this publication, the training and everything that came of it afterwards will continue to shape my research for the coming years.

What are you currently working on that relates to implementation?

For HelloBetter, I am a work package leader in two European Horizon 2020 projects, ImpeMentAll and H-Work. [ImpeMentAll](#) is a collaboration towards faster and more effective implementation of eHealth interventions through the development, application, and evaluation of tailored implementation strategies. As work package leader, I am monitoring all implementation activities and knowledge transfer not related to the effectiveness trial at the 13 implementation sites. The [H-Work project](#) is concerned with improving employee mental health and well-being in small and medium enterprises (SMEs) and public organizations by designing, implementing, and validating effective multi-level assessment and intervention toolkits. In this project, I am responsible for the data management and part of the Innovation Management Committee.

My research focuses on the evaluation of the acceptability and effectiveness of digital mental health solutions in routine care and their successful implementation. Recent projects involve the acceptability and effectiveness of Internet-based Cognitive Behavioural Therapy in routine



practice as well as patients' and health care professionals' attitudes towards and perceived level of normalization of e-mental Health interventions.

At HelloBetter, I am a member of the Content & Research team, help to bridge the gap between research and practice of digital mental health solutions in Germany.

In the Netherlands, I am helping to set up the Netherlands Implementation Collaborative (NIC). As a project manager for ZonMw, I am investigating the needs regarding the network, helping manage all network activities, communications and meetings.

If you were to have lunch with another 'implementer', whom would you pick?

Trish Greenhalgh. I am fascinated by her work and the impact her work has on society. I would love to talk to her about different aspects of being a female researcher in the field of implementation.

I would also definitely try to run some research ideas by her. I would describe my mental concept of what is needed next in implementation science related to my field and would be interested in her ideas and thoughts. I would try to describe the situation regarding the implementation of e-mental health solutions in Germany, and would ask for some guidance on what to focus on with regards to the problems we identified. I would also tell her that her twitter lights up my day, and would share all the ways my automatic transcription tool spelled her name wrong in funny ways when my interviewees mentioned her.

If you had the resources for it, what within implementation science or practice would you want to work with next?

I have the tendency to do multiple, sometimes very different things at the same time, and I think it would stay this way. If I had the time and resources, I would try to help advance the field of implementation in a broad as well as a very specific context: in Europe via our work in the EIC, in Germany and the Netherlands, via the National Networks and in the organizations I work in and collaborations that I have. I think the Netherlands are in a comfortable position, where Implementation Science and Practice is a topic that is being put on the agenda more and many people are interested in bringing this forward but also learn more. But this momentum must be used now. I wish we would see this dynamic in more European countries, including Germany. I really like bringing people together, and I think this is an important next step for the German implementation landscape – for people to even know what and who is out there. On a smaller scale, I really like to advise with implementation processes and projects. Introducing Digital health applications (DiGA – in German: “Digitale Gesundheitsanwendungen”) in routine health care will be one of the big challenges in the coming years. I believe implementation science and practice can provide a great contribution to facilitating the introduction of evidence-based innovations like DiGAs to improve health care.

It was actually easier to remind myself of why I am doing this when I was still practicing as a psychologist and seeing patients every day. But now and then, I manage to take a step back and think about the impact a successful implementation project can have. Ideally, my work – in one way or the other – will increase the uptake of evidence-based health interventions and only then it can have the potential to improve the health of people.

If you want to get in touch with Anne, please send her an [email](#), or connect her via [Twitter](#) (@aetzelmuller), [LinkedIn](#), or [Research Gate](#).