



Worksheet 3g.A1

Competency: Planning and Organizing— Implementation Science Applied

Implementation Drivers

Shared Vision, Values, and Mission

- A shared understanding of vision, mission, and values exists among leaders and stakeholders. This shared understanding will promote change and provide a framework for the project.

Leadership

- Buy-in, leadership, and champions for change exist at all levels of the organization and system.
- Clear and frequent communication channels exist among leadership, staff, and stakeholders.

Staff Selection

- Job descriptions, recruitment strategies, and hiring procedures are aligned to identify and hire staff with the knowledge, skills, and abilities to support the new model.
- Agency selects new or existing staff to carry out the design and/or implementation of the project/intervention.

Training

- Staff at all levels receive training on the intervention. The agency allocates appropriate resources to support the training, technical assistance, and expertise necessary for implementation.

Supervision/Coaching

- The agency develops and implements supervision and coaching plans for staff at all levels to support the integration of new skills that related to the intervention.

Performance Assessment

- A mechanism is in place and is being used to assess the performance of staff carrying out the intervention.



Facilitative Administration

- Staff has added or changed practices, policies, and procedures as needed to support and align with implementation of the project/intervention.
- Staff has changed organizational structures and roles as needed to support implementation.

Systems Intervention

- Staff has added or adapted system wide structures as needed to support implementation and shared accountability

Decision-Support Data Systems

- Staff uses data to inform the development and design of the intervention.
- Data collection and reporting systems are in place and being used to monitor fidelity and outcomes of the project/intervention.
- Quality assurance/improvement mechanisms are in place and being used to assess and improve the functioning of the organization as it relates to the intervention.

Stakeholder Engagement

- Internal and external stakeholders including caregivers, families, and youth are actively and consistently involved in planning, implementation, evaluation, and decision making, ensuring the system change meets their needs.

Cultural Responsiveness

- Selected interventions are culturally sensitive and appropriate for the target population. Interventions emphasize cultural sensitivity/competency of staff at all levels and use of culturally appropriate services.

Implementation Stages

Exploration Stage

- Actively considering a systems change; engaged in identifying the need for the change, the nature and scope of the intervention components of the change, the degree of awareness and support for the change, and the overall approach for designing the systems change.

Design & Installation Stage

- Actively preparing to implement the systems change project. Including detailed design of both the intervention components and plans for their implementation; including



structural and functional systems changes; assembling the resources necessary to launch the program.

- Adapting tasks to support the new practice or innovation; direct resources for the active preparation for actually doing things differently in keeping with the principles of the new practice, program, or policy.
- Structural supports necessary to initiate the new practice, innovation, or policy are put in place. These include ensuring the availability of funding streams, human resource strategies, and policy or procedure development, as well as creating referral mechanisms, reporting frameworks, and outcome expectations. These activities and their associated “startup costs” are necessary first steps to begin any new human service endeavor, including the implementation of a new practice or innovation in a county or any community setting.

Initial Implementation Stage

- Actively engaged in learning how to do the systems change project interventions, and how to support its ongoing activities. First steps toward monitoring and supporting the use of new skills, practices, tools, and strategies necessary to sustain the systems change.
- During the initial implementation stage, the compelling forces of fear of change, inertia, and investment in the status quo combine with the difficult and complex work of implementing something new. The overarching goal is to survive this awkward stage of high expectations and a very bumpy highway. Hand in hand with survival is the ability to learn from mistakes and develop system solutions when appropriate, rather than allowing problems to re-emerge and reoccur.

Full Implementation Stage

- Actively working to make full use of the systems change interventions as part of typical functioning. New learning integrates into practitioner, organizational, and community practices, policies, and procedures. Staff members become skillful, and the procedures and processes normalize.

Innovation

- Each attempted implementation of evidence-based practices and programs presents an opportunity to learn more about the program itself and the conditions under which it can be used with fidelity and good effect. New staff members working within uniquely configured community circumstances present implementation challenges. They also present opportunities to refine and expand both the treatment practices and programs and the implementation practices and programs.



Sustainability

- New practices and innovations need to be sustained in subsequent years. Practitioners, leaders, funding streams, and program requirements change. New social problems arise; partners come and go. External systems change with some frequency, political alliances are only temporary, and champions move on to other causes. Through it all, the implementation leaders must be aware of the shifting ecology of influence factors and adjust without losing the functional components of the change initiative. The goal during this stage is the long-term survival and continued effectiveness of the new practice or system improvement in the context of a changing world.



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Reference

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