Preparing Organizations for Implementing Effective Practices and Programs

Presenters:
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Objectives of the Session

- Appreciate the need to attend to organizational readiness
- Introduction to one method of measuring organizational readiness
- Keep in mind the ultimate goal of improving client outcomes
<table>
<thead>
<tr>
<th>Organizational Infrastructure</th>
<th>Implementation Frameworks</th>
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<tr>
<td>Bringing in a new program always means that the organizational infrastructure needs to be reviewed for alignment with the new innovation.</td>
<td>The framework provides the structure that helps guide the implementation framework, whether integrating a new program or practice or sustaining an ongoing program or practice.</td>
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What is an Implementation Framework?

“A coherent set of interlinked elements or factors that - together - constitute a generic structure for describing, understanding or guiding implementation processes”

Implementation Drivers - NIRN
Implementation Stages

**Exploration**
Sustainability

- Create a team
- Assess needs
- Explore evidence
- Examine usability of interventions
- Consider Implementation Drivers
- Assess fit and feasibility

**Installation**
Sustainability

- Acquire Resources
- Prepare Organizations
- Prepare Implementation Drivers
- Select and Prepare Staff
- Make administrative changes

**Initial Implementation**
Sustainability

- Assess and Adjust Implementation Drivers
- Manage Change
- Assess Fidelity
- Deploy Data Systems
- Initiate Improvement Cycles

**Full Implementation**
Sustainability

- Monitor & Improve Implementation Drivers
- Achieve Fidelity & Outcomes
- Monitor Organization and System Supports

2 - 4 Years
Organizational Readiness Challenges

Communication

Infrastructure

Leadership
Implementation Teams

Responsibilities and Activities
• Oversight of implementation efforts in order to ensure that intended outcomes are achieved
• Identify needed supports
• Identify and address barriers
• Support quality improvement and PDSA cycles
• Serve as link between implementers and leaders

Team Members
• Multi-disciplinary
• Multi-level in terms of decision-making authority
• Typically 3-10 individuals
Case Example: Implementing Evidence-Based trauma
Case Example

Family Service agency - multiple, intergenerational programs, including mental health services

TST implemented at
- 3 MH clinics initially and a
- Home based mental health program for 0-5
- Subsequently at 4 MH clinics
Organizational Readiness Tool: 
Measure Developed from Multiple Sources

ORC
ORCA
NCTSN
Exploration

Chose an implementation team

Administered Baseline ORA

Identified EBBT

Used ORA findings to strengthen Organization Driver
Installation

Organization Driver:
• Began to identify trauma assessment measures
• Decided on how to integrate assessment results into their electronic medical record

Competency Driver
• Selected specific staff for training in TST
• Identified curriculum for foundational trauma training

Leadership Driver
• Assures implementation team meets regularly
Recommendations for Organizational Drivers

- Client outcome data/use of data to improve practice;

- Trauma-informed practices/adoptions of new EBTTs;

- Formal structures/policies and supervision that will increase organizational readiness and support implementation of new/innovative trauma-informed evidence–based practices.
Initial Implementation

**Leadership**
- Supports staff time for training in trauma

**Organization**
- Decision made on trauma assessment (2 tools); purchased and distributed to clinics
- Policy and procedural manual rewritten to reflect new intake process
- One measure integrated into electronic medical record

**Competency**
- Staff selected and trained in trauma assessment and core concepts of trauma
- Plans for training in EBTT finalized
Agency A: Full Implementation

Leadership
✓ Provided resources for 2-day training and subsequent weekly consultation calls for 1 year;

Organization
✓ Worked on data system for collection of client assessment and outcomes
 ✓ Worked on using fidelity measure in supervision

Competency
✓ Selected staff participate in EBTT training and consultation calls
Factor alignment with main Implementation Drivers – Conceptual Framework
Implementation drivers:
Changes in readiness

![Bar chart showing changes in readiness for various categories: Leadership, EB Attitudes, Organization, and Competency. The chart includes data points for Baseline (n = 39-41), 6-Month (n = 24-6), 1-Year (n = 28-30), and 18-Month (n = 21-3).]
Small Group exercise
**Step 1**

**On Your Own:**
- Review flip charts
- Put stickers on 3 items that would be the BIGGEST CHALLENGE for your agency.
- Identify only the three top challenges.

**Step 2**

**With a Group:**
- Divide into groups of 5-7 to discuss one Organizational Factor with the following questions in mind:
  - What challenges is your agency currently facing related to this driver?
  - How could you approach a resolution to that challenge?
- Refer to your Driver’s related survey items to help focus your discussion
- Use the worksheet to record your thoughts under the identified Driver
- Report back
Small Group Report-Back
Thank you!

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