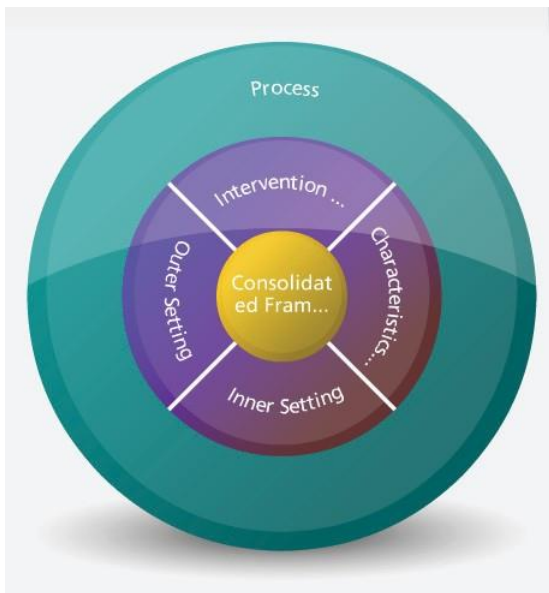# KEY FACTORS FOR IMPLEMENTATION

Consolidated framework

Based on the synthesis of existing frameworks (Damschroder et al. 2009)

INNER SETTING

Structural characteristics: The social architecture, age, maturity, and size of an organization make up the environment in which EIP implementation will take place. Understanding the structure and function of the organization and it's teams directly influences the likelihood of successful implementation; for example, the more stable teams will likely be more successful with implementation

Networks and communications: High quality communication within an organization contributes to shared vision, information sharing, and ultimately, effective implementation. Therefore, it is important to consider the nature and quality of social networks and the nature and quality of formal and informal communications within an organization.

Culture: The norms, values, and basic assumptions of a given organization make up its culture. Although largely intangible, culture is relatively stable, socially constructed, and subconscious.

Implementation climate: Climate is the more localized and more tangible manifestation of the overarching culture. Climate is an organization's absorptive capacity for change, the shared receptivity of involved individuals to an intervention, and the extent to which use of that intervention will be rewarded, supported, and expected within their organization. Several sub-constructs contribute to a positive implementation climate for an intervention: 1. **Creating urgency for change**; 2. **Compatibility of the intervention**: With values, beliefs and functioning of organization; 3. **Relative priority of the importance of the intervention**; 4. **Organizational incentives and rewards**: performance reviews, promotions; 5. **Setting goals and giving feedback on progress**; 6. **A learning climate**: safe environment to try new methods, time and space for reflecting and allowing individuals to feel valued in their contributions.

To commit to EIP implementation, the organization must be ready at both the individual and organizational levels for what this will require. **Readiness for implementation**, the commitment to EIP implementation, is necessary for success. Readiness is composed of 3 sub-constructs: **1. Leaders on board; 2. Sufficient resources: funding, time, training; 3. Staff access to information and knowledge about intervention in a user friendly format.**

OUTER SETTING

Client needs and resources: Client needs, as well as barriers and facilitators to meet those needs, must be accurately known and prioritized by the organization early in the implementation process. This essential information is gathered through a needs assessment (see Needs Assessment module) and informs which EIP an organization will select to meet those needs based on context.

Cosmopolitanism (external links): The degree to which an organization is networked with other external organizations is important as it relates to being open to innovation and change. Organizations that are highly networked tend to value innovation, information sharing, and networking, which are all essential to the change process.

Peer pressure: A competitive pressure to implement an intervention can be felt when key peer organizations have already implemented EIPs. The pressure to implement can be particularly strong for late-adopting organizations. Drawing on peer pressure may help to create an inner sense of urgency in an organization

External policies and incentives: Broad factors such as policies and regulations, external mandates, recommendations and guidelines, pay-for-performance, collaborative, and public or benchmark reporting can influence the spread of interventions.

INTERVENTION CHARACTERISTICS

Intervention source: While typically sourced externally, it could also be developed internally. The source of an intervention can affect credibility and buy-in within an organization.

Evidence strength and quality: To achieve the desired outcome high quality evidence is needed. Research evidence must be reliable and valid. An agency can assess the evidence on their own or select the EIP from repositories.

Relative advantage: Intervention chosen for implementation should have a clear advantage over other options.

Adaptability: Core components of an intervention cannot be altered in order to achieve desired outcomes but it may be possible to modify non-essential components to meet local needs. Usually recommend an intervention is followed with fidelity prior to any modifications.

Trialability: Piloting an intervention on a small scale within the organization allows employees to try it out and become comfortable with both the intervention as well as the implementation process.

Complexity: Level of difficulty of implementing an intervention will affect buy-in. The larger the scope of implementation, the less compatibility with current practice, and the longer the duration of implementation, more complex process will be.

Design quality and packaging: The way an intervention is designed, packaged and marketed can affect appeal.

Cost: The costs associated with the intervention and its implementation, including the purchase, and investment in the implementation. An organization must be prepared to invest in the implementation.

INDIVIDUAL CHARACTERISTICS

Knowledge and beliefs of intervention: An individual's attitude toward and value placed on intervention will impact. When one has sound knowledge of the intervention that aligns with their personal beliefs, they are more likely to successfully adopt an EIP. The EBPAS can be used to assess attitudes and readiness.

Self-efficacy: The higher one's belief in their own capabilities to execute actions to achieve implementation goals, the more likely they will embrace changes and have energy needed for EIP implementation.

Individual stage of change: Someone just beginning to think about changing their practice will be slower getting on board with implementation than one who is ready and committed to changing practice. Where a person is on the continuum toward skilled use of intervention will impact their capacity to adopt an EIP.

Individual identification: Way one perceives organization and their relationship and commitment to it may influence degree to which they commit to an intervention and its implementation.

Other personal attributes: Tolerance of ambiguity, intellectual ability, motivation, values, competence, capacity, innovativeness, tenure and learning style can all influence EIP adoption but these have received little research attention.

PROCESS

Planning: Implementation is a planned process that requires a framework, a scheme or method of behavior along with tasks for implementing an intervention that is developed in advance to provide a roadmap for the process.

Engage implementation leaders: Do through social marketing, education, role models or training. 4 categories: **1.Opinion Leaders**: internal or external who can influence attitudes and beliefs of colleagues. **2. Formally appointed Implementation leaders**: Within organization responsible for implementing intervention either as coordinator, project manager etc..**3. Champions**: Internal individuals who dedicate themselves to supporting, marketing and driving through an implementation, as well as overcoming resistance. **4. External Change Agent**: Individuals affiliated with an external organization who formally influences or facilitates the intervention in a desired direction.

Executing: Implementing according to plan, which should include a measure of fidelity of EIP and of implementation process.

Quantitative and qualitative feedback: Feedback about the progress and quality of implementation, accompanied by regular personal and team debriefing and experience sharing is essential throughout the implementation process. Taking time to reflect and evaluate. Feedback focused specifically on implementation efforts, feedback in form of reports, graphs and anecdotal stories of success using "SMART" objectives.

Factors for implementation

CONSIDERATIONS FOR EACH DOMAIN

Within each domain, there are a number of factors that will influence the implementation process. Consider each for your agency.

Activity:

Consider each domain in terms of the impact they will have on your implementation process. Which ones may act as enablers and which ones may act as barriers?

Review the five domains:

WHAT ARE THE FACTORS that you see as most significant for your agency at this stage?

WHAT ARE THE KEY QUESTIONS that you need to ask/have answered to address these factors?

WHAT ARE THE ACTIONS that you can take within your agency to address the factors identified?

INNER SETTING
WHAT:
KEY QUESTIONS:
ACTIONS:

OUTER SETTING
WHAT:
KEY QUESTIONS:
ACTIONS:

PROCESS
WHAT:
KEY QUESTIONS:
ACTIONS:

INTERVENTION CHARACTERISTICS
WHAT:
KEY QUESTIONS:
ACTIONS:

INDIVIDUAL CHARACTERISTICS
WHAT:
KEY QUESTIONS:
ACTIONS: