

*Where the Rubber Meets the Road:*  
Novel Applications and Adaptations of  
Implementation Tools and Strategies in  
Real World Settings

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# Organizational Readiness



**Motivation**



**General Capacity**



**Innovation-  
Specific Capacity**

**READINESS**

# Readiness Heuristic: $R = MC^2$

**R**eadiness = **M**otivation x General **C**apacity x Innovation-Specific **C**apacity

**COMMENTARY**

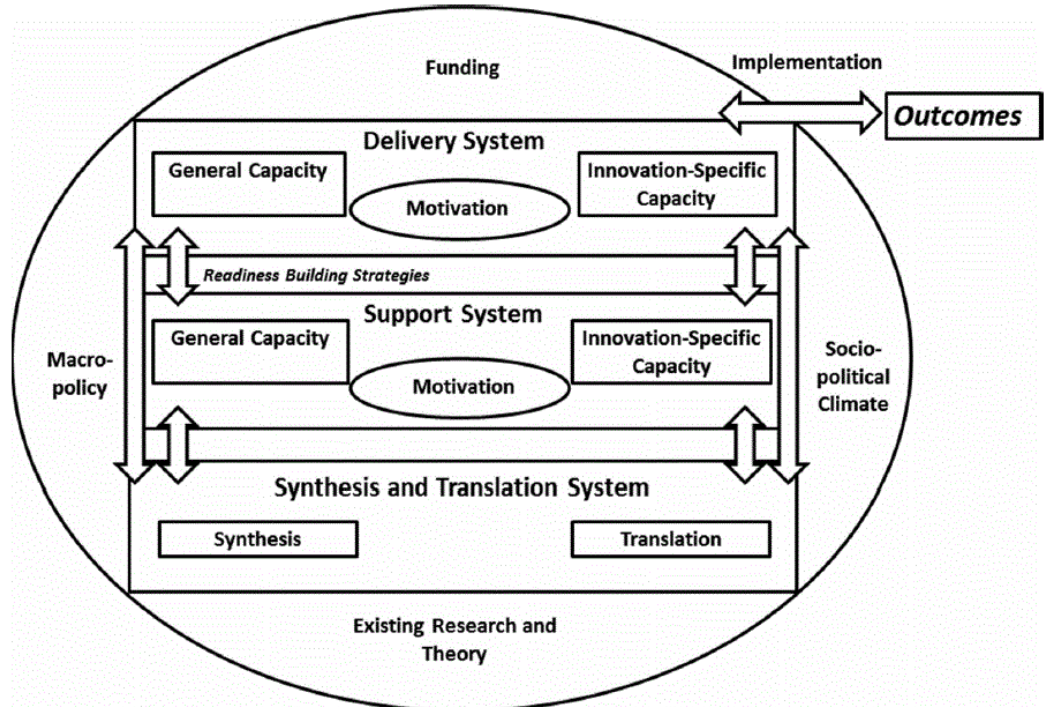
**A PRACTICAL IMPLEMENTATION SCIENCE HEURISTIC FOR ORGANIZATIONAL READINESS:  $R = MC^2$**

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*There are many challenges when an innovation (i.e., a program, process, or policy that is new to an organization) is actively introduced into an organization. One critical component for successful implementation is the organization's readiness for the innovation. In this article, we propose a practical implementation science heuristic, abbreviated as  $R = MC^2$ . We propose that organizational readiness involves (a) the motivation to implement an innovation, (b) the general capacities of an organization, and (c) the innovation-specific capacities needed for a particular innovation. Each of these components can be assessed independently and be used formatively. The heuristic can be used by organizations to assess readiness to implement and by training and technical assistance providers to help build organizational readiness. We present an illustration of the heuristic by showing how behavioral health organizations differ in readiness to implement a peer specialist initiative. Implications for research and practice of organizational readiness are discussed. © 2015 Wiley Periodicals, Inc.*

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# Motivation

<b>Relative Advantage</b>	<b>Degree to which a particular innovation is perceived as being better than what it is being compared against</b>
<b>Compatibility/Alignment</b>	<b>Degree to which an innovation is perceived at being consistent with existing values, cultural norms, experiences, and needs of potential users</b>
<b>Complexity</b>	<b>Degree to which an innovation is perceived as relatively difficult to understand and use</b>
<b>Trialability</b>	<b>Degree to which an innovation can be experimented with or practiced</b>
<b>Observability</b>	<b>Degree to which the outcomes from the innovation are visible to others.</b>
<b>Priority</b>	<b>Degree to which the innovation is considered important to an organization.</b>

# General Capacity

<b>Culture</b>	<b>Expectations about how things are done in an organization; how the organization functions</b>
<b>Climate</b>	<b>How employees collectively perceive, appraise, and feel about their current working environment</b>
<b>Organizational Innovativeness</b>	<b>General receptiveness toward change (i.e., an organizational learning environment)</b>
<b>Resource Utilization</b>	<b>How discretionary and uncommitted resources are devoted to innovations</b>
<b>Leadership</b>	<b>Whether power authorities articulate and support organizational activities</b>
<b>Structure</b>	<b>Processes that affect how well an organization functions on a day-to-day basis</b>
<b>Staff Capacity</b>	<b>General skills, education, and expertise that the staff possesses</b>
<b>Process Capacity</b>	<b>Organizational ability to strategize, implement, evaluate, and improve</b>

# Innovation-specific Capacity

<b>Innovation-specific KSAs</b>	<b>Knowledge, skills, and abilities needs for the innovation</b>
<b>Program Champion</b>	<b>Individual(s) who put charismatic support behind an innovation through connections, expertise, and social influence</b>
<b>Implementation climate supports</b>	<b>Extent to which the innovation is supported; presence of strong, convincing, informed, and demonstrable management support</b>
<b>Interorganizational Relationship</b>	<b>Relationships between providers &amp; supports systems and between different providers organizations that are used to facilitate implementation</b>
<b>Structure</b>	<b>Processes that affect how well an organization functions on a day-to-day basis specific to the innovation</b>
<b>Resource Utilization</b>	<b>How discretionary and uncommitted resources are devoted to the specific innovation</b>
<b>Leadership</b>	<b>Whether power authorities articulate and support organizational activities specific to the innovation</b>

# Application and Use of Implementation Tools: Case Example MATCH Learning Collaborative

- Initiative to implement the Modular Approach to Therapy for Children with Anxiety, Depression, Trauma or Conduct Problems (MATCH) in community settings
- EBP implementation embedded within a structured Learning Collaborative framework
- Use of Readiness Monitoring Tool to assess readiness, provide ongoing feedback and engage agency leadership in change initiative







# Using Tools to Facilitate Senior Leader Engagement

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- Senior leader engagement and support has been shown to be a critical factor in the implementation of evidence-based practices
- Benefits:
  - Highlights practice as a priority for the agency
  - Shows commitment to and support for staff engaged in initiative
  - Increases motivation and buy-in among staff
  - Facilitates agency change
  - Provides authority for agency-level changes needed to enable implementation

# Who are the Senior Leaders?

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Representatives who can authorize changes necessary to support implementation:

- President and CEO
- Senior Management
- Executive Director
- Chief Clinical Officer
- Chief Operating Officer
- Vice President of Clinical Services
- Children's Department Director



# Roles of the Senior Leader

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- Attend all designated Learning Sessions
- Understand and promote model
- Engage with agency-based teams
- Use metric data and evaluation to monitor implementation
- Identify barriers and work collaboratively to develop solutions
- Provide internal organizational support
- Act as external liaison
- Act as liaison with funders and systems leaders
- Act as coach and cheerleader

# Phases of Senior Leader Engagement



# In-Person Site Visits

Site Visits

- Individual, face-to-face site visits scheduled with all participating agencies
  - Meetings with all clinicians and supervisors
  - Independent meetings with senior leaders
- Clarifies requirements and expectations
- Provides opportunity to address initial concerns and questions
- Initiates discussion on **readiness** including barriers and facilitators to implementation
- Goal: Develop rapport with agency-based teams and engage senior leaders in early planning

# Use of Readiness Assessment

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1. Use results of RCT to foster collaborative discussion and assessment of **readiness**, including organizational strengths, challenges and barriers
2. Evaluate progress toward established goals and objectives of the learning collaborative
3. Inform the implementation process and support the provision of tailored technical assistance

# Methodology within an Implementation Framework

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- **Readiness Monitoring Tool**

- Collaborated with Scaccia & Wandersman to develop based off R = MC2; tailored for MATCH
- Identifies current perception of agency using 7-point agree/disagree Likert scale
- 70 items; 20 minutes to complete
- Mean scores for subdomains

- **Change Package**

- Benchmarks identified within 5 objective areas
- Identifies degree to which benchmark has been met using 5-point not at all/consistently Likert scale
- 65 benchmarks; 30 minutes to complete
- Mean scores for benchmarks and objective areas

- Administered at baseline (T0), 4- (T1), and 8-months (T2)

- Completed by: clinicians, senior leaders, supervisors



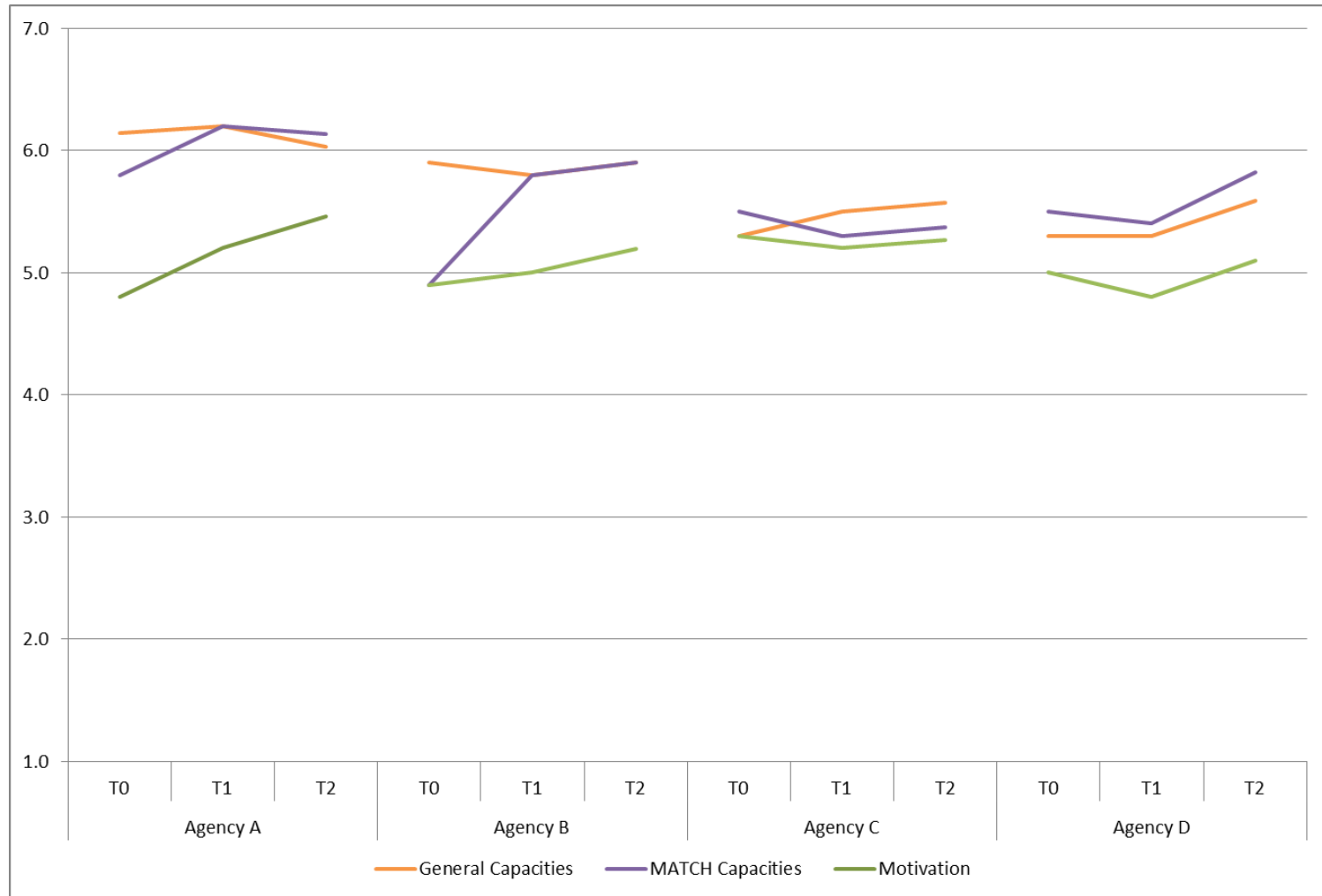
# Use of Readiness Monitoring Tool: Case Example

Assessing Readiness

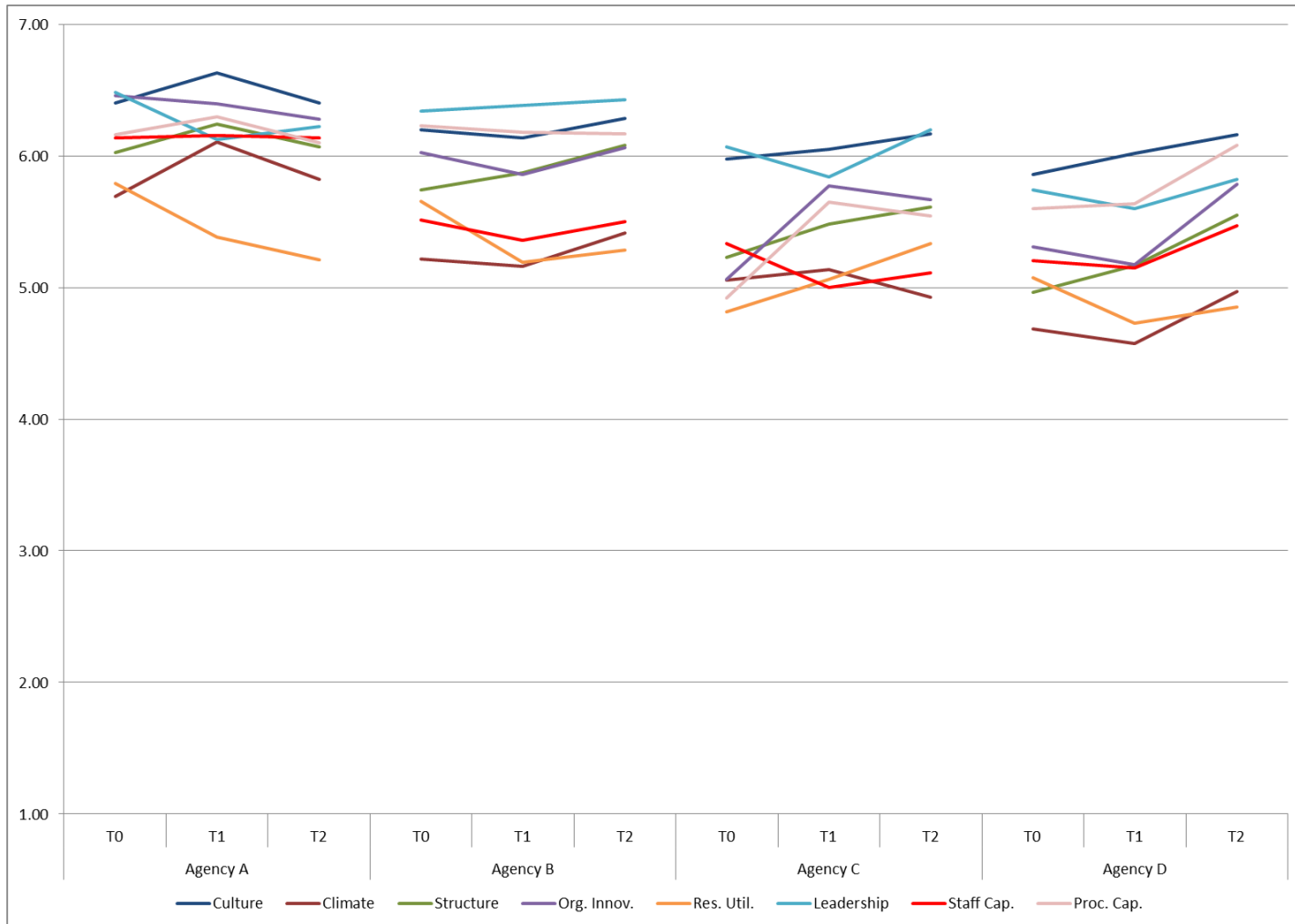
Primary Component	Sub-component	T0	T1	T2	
General Capacity	Culture	6.1	6.2	6.3	
	Climate	5.2	5.3	5.4	
	Structure	5.5	5.7	5.9	
	Org. Innovativeness	5.8	5.8	6.0	
	Resource Utilization	5.4	5.1	5.2	
	Leadership	6.2	6.0	6.2	
	Staff Capacity	5.6	5.5	5.6	
	Process Capacities	5.8	6.0	6.0	
MATCH Capacity	Knowledge & Skills	5.0	6.0	6.1	
	Program Champion	5.5	6.0	6.2	
	Implementation Climate Supports	5.5	6.0	6.0	
	Inter-organizational Relationships	5.4	4.9	5.1	
	Structure	--***	6.0	6.2	
	Resource Utilization	--***	5.1	5.3	
	Leadership	5.7	6.1	6.2	
Motivation	Relative Advantage	4.8	5.0	5.1	
	Compatibility/Alignment	5.7	6.0	5.9	
	Complexity	4.4	4.5	4.6	
	Trialability	--***	5.1	5.7	6.0-7.0
	Observability	--***	4.4	4.8	5.0-5.9
	Priority	5.0	5.4	5.4	1.0-4.9

\*\*\* Not administered at baseline.

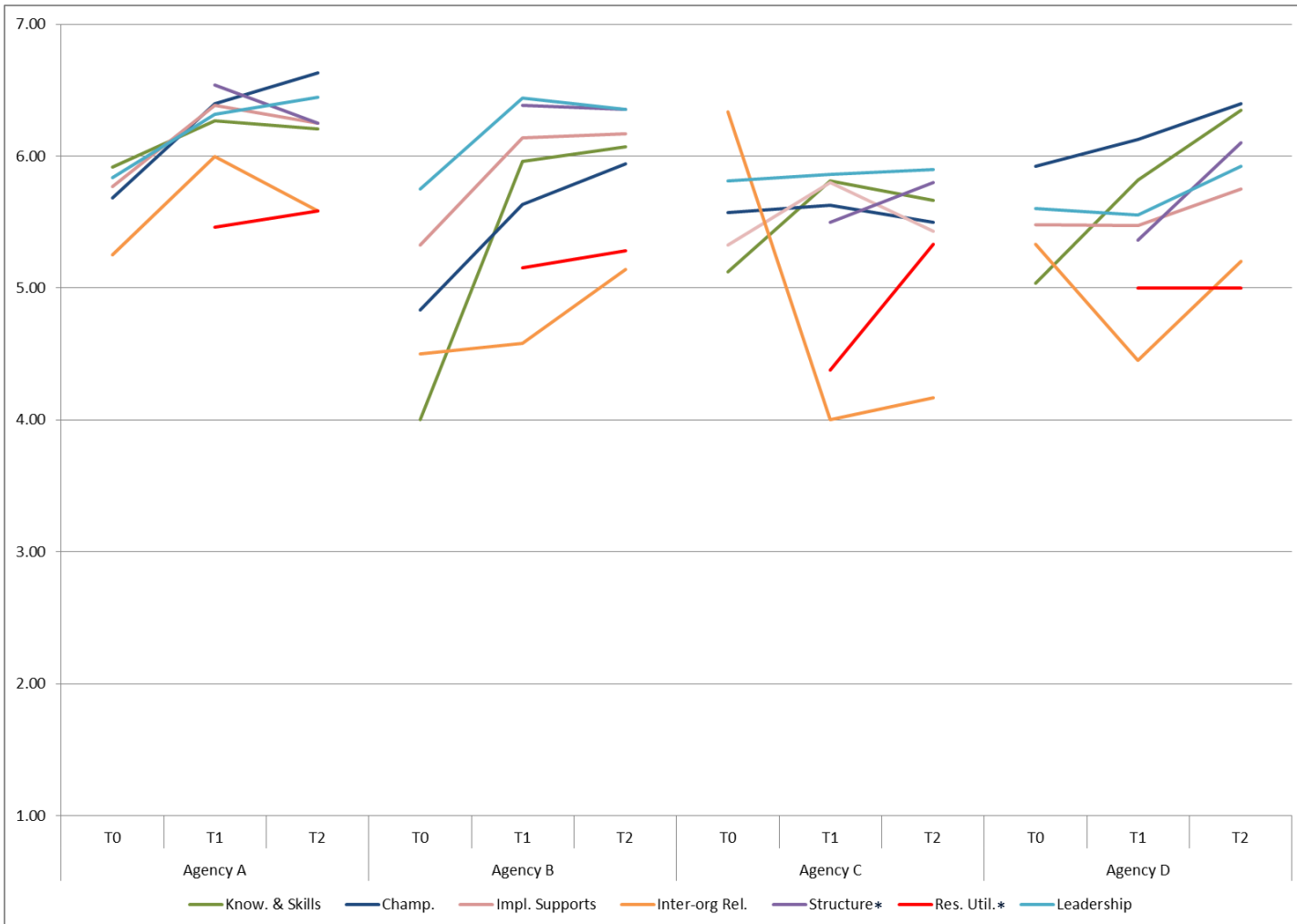
# Readiness Monitoring Tool: General Results



# Readiness Monitoring Tool: General Capacities

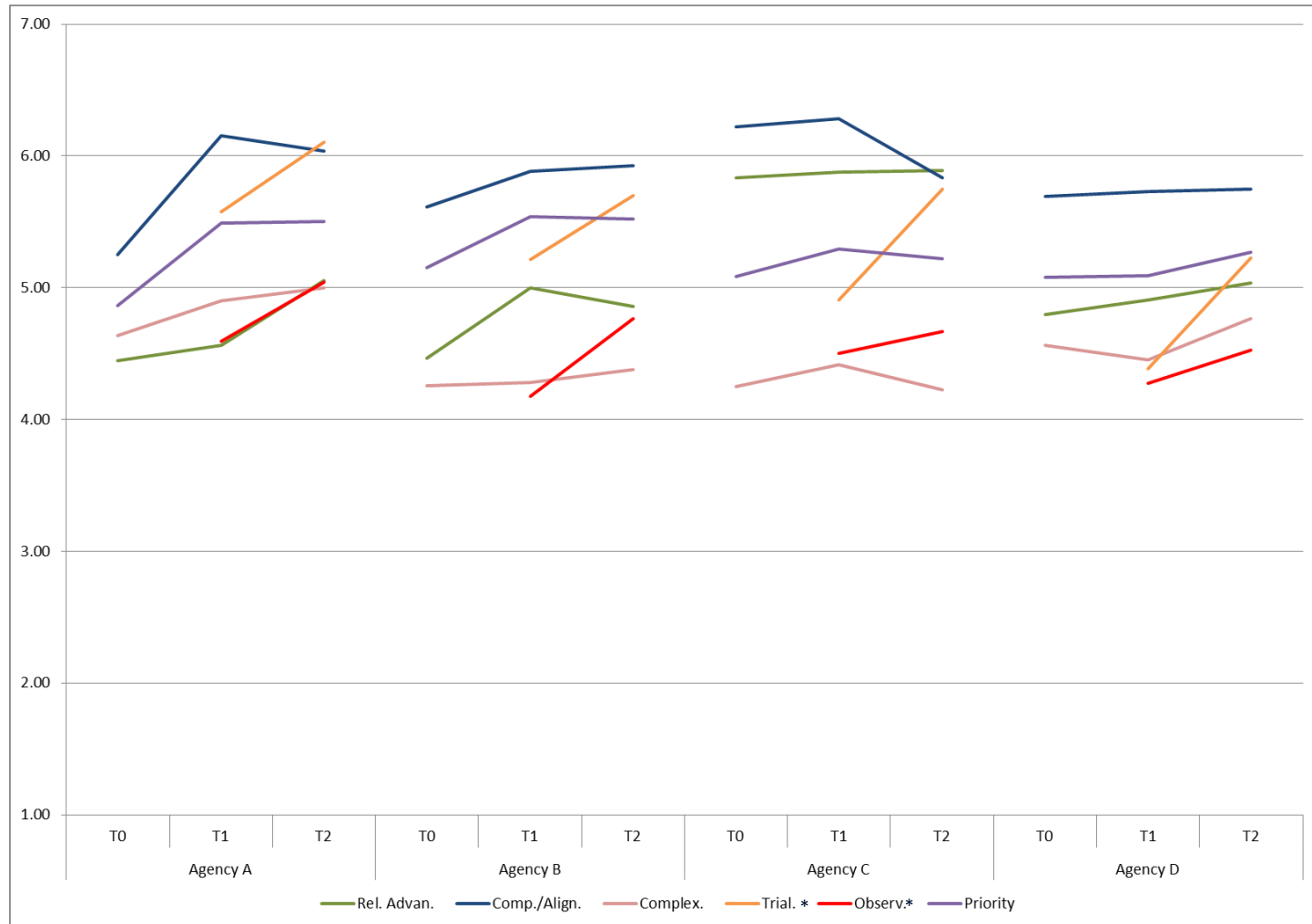


# Readiness Monitoring Tool: MATCH Capacities



\* Not administered at baseline.

# Readiness Monitoring Tool: Motivation



\* Not administered at baseline.

# Use of Readiness Data to Inform Implementation

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- Readiness data can identify potential challenges and barriers
- In conjunction with quality, outcome and metric indicators can help target areas in need of additional support or technical assistance
- Can be used to help senior leaders and implementation teams develop implementation goals and strategies
- Can be used at the individual team level and the collaborative (systems) level

# Summary

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- Readiness is a dynamic, multifaceted construct that can change over the course of implementation
- Continuous assessment of readiness can be a useful tool to inform and support successful implementation
- Readiness tool outcomes need interpretation and adaptation to the implementation context. Data can provide useful insights to implementation teams and senior leaders to overcome obstacles and challenges.
- Use of tools in real world settings can improve implementation outcomes, but must be supported by active implementation and support strategies.

# Questions?



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