**Table 5.1: Implementation Process: Engaging Internal Change Agents in Implementation With Focus on Influences Beyond Adoption and/or Important and Modifiable Factors**

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| **Category (boldface)** and Specific Influences (bulleted) | **Questions for planners to facilitate planning** |
| ***Factors over which planning teams have control*** | |
| **Characteristics of intervention**   * Nature of the program (complexity, relative advantage, trialability, observability, uncertainty) * Scope for reinvention (adaptability, flexibility) * Fit with organizational/stakeholder needs, goals, priorities, skills, work practices | -How do we describe the intervention in terms of complexity, advantages/disadvantages over current practices, and flexibility?  -What are likely reactions from participants and others?  -How does it fit with the priorities, goals, and the way things are done day-to-day in the organization?  -How will it affect the implementers’ jobs and daily tasks?  -What is the best way for us to communicate what is important in and about this program?  -What adaptations to the intervention would make it more feasible for use in this setting? |
| **Implementation approach/process**   * Timing and degree of implementer involvement * Providing training, active forms of learning * Providing on-going TA, support * Clear communication * Shared decision making, positive relationships, trust * Extent of adaptation/reinvention * Mutual adaptation * Formulation for tasks (workgroups, teams, etc.) | -What is our approach to implementation and how might it affect implementation?  -How will we facilitate clear communication with implementers on ongoing basis?  -How will we ensure quality training characterized by active forms of learning?  -How can we ensure provision of useful and ongoing technical assistance and support?  -How can we ensure the development of effective working relationships that are characterized by trust, positive relationships, and shared decision making?  -How can we ensure that structures appropriate to the setting for getting tasks done are in place?  -How can we work with stakeholders to ensure that appropriate adaptations are made? |
| ***Factors that can be influenced (to some extent)*** | |
| **Leadership and support; resources**   * Presence of advocate, champion * Establishing priorities, consensus, managing implementation process * Organizational incentive for participating staff (vs. costs) * Managerial/supervisory/adminis-trative support * Investment of resources needed for activities (staff, funding, equipment * Organizational slack (uncommitted resources available) | -How can we best identify advocates, champions, and implementers (i.e., change agents) within the setting to support the intervention?  -How can we work with administrators, management, supervisors, and other leadership from within the organization to ensure that the intervention is a priority?  -How can we work with leadership to ensure that participating staff are appropriately incentivized?  -How can we best facilitate use of existing organizational resources?  -What additional resources are needed to seed activities for implementation? |
| **Characteristics of implementers**   * Perceived need * Perceived benefits * Self-efficacy * Capability (skill proficiency) | -How can we ensure that implementers and other key stakeholders understand the need for and benefits of the intervention?  -What is the current level of implementer self-efficacy and capability?  -What type of training, staff development, technical assistance, and ongoing support should we provide to develop implementer self-efficacy and capability? |
| ***Factors less amenable to influence*** | |
| **Organizational characteristics**   * Integration of program with existing programs and services * Effective intra-organizational communication | -How can we work with stakeholders to ensure that the intervention is integrated with existing programs, practices, and services?  -How does communication take place within the organization?  -Is it sufficient to facilitate communication about the intervention to all implementers and other key stakeholders associated with the organization? |
| **External factors**   * Political support or opposition * Consistency with federal, professional mandates, social policies, and guides | -To what extent will political support or opposition for the intervention be a factor?  -In what ways can this be addressed?  -To what extent is the intervention consistent with government and professional mandates and requirements, and do we need to make adjustments for better consistency with them? |

Content from Bopp et al., 2013