|  |  |  |
| --- | --- | --- |
| **Category (boldface) and Specific Influences (bulleted)** | **Relevant Characteristics of**  **Participating Organization** | **Specific Strategies to**  **Facilitate Implementation** |
| **Factors Over Which Planning Teams Have Control** | | |
| **Characteristics of program, policy, or practice**  • 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 | Worksheet 5.1 Template for Summarizing Plan to Facilitate Organizational Implementation of a Program, Policy, or Practice  Organization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Implementation approach (e.g., insider versus outsider delivery/installation and process- versus product-oriented innovation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Change agents (if applicable) and positions: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Primary strategies to develop capacity of organization and implementers to implement the program, policy, or practice (i.e., training sessions, technical assistance, communication strategies, provision of ongoing support, site visits): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |
| **Implementation approach/process**  • Timing and degree of implementer involvement  • Providing training, active forms of learning  • Providing ongoing technical assistance, support  • Clear communication  • Shared decision making, positive relationships, trust  • Extent of adaptation/reinvention  • Mutual adaptation  • Formulation for tasks (workgroups, teams, etc.)  *Unique to sustainability:*  • Early planning for sustainability  • Implementation with quality |  |  |
| **Factors That Can Be Influenced (to some extent)** | | |
| **Leadership and support**  • Leadership establishing priorities, consensus, managing implementation process  • Presence of advocate, champion  • Organizational incentive for participating staff (vs. costs)  • Managerial/supervisory/administrative support  *Unique to sustainability:*  • Development of organizational infrastructure, policies, and procedures to codify routines  • Sharing cultural artifacts |  |  |
| **Resources**  • Investment of resources needed for activities (staff, funding, equipment)  *Unique to sustainability:*  • Standardization, stabilization of organizational resources needed for program/policy  • Obtain funding from other resources  • Program used low-cost approaches and/or volunteers |  |  |
| **Characteristics of implementers**  • Perceived need  • Perceived benefits  • Self-efficacy  • Capability (skill proficiency)  *Unique to sustainability:*  • Support for prevention |  |  |
| **Factors Less Amenable to Influence** | | |
| **Characteristics of the organization**  • Integration of program with existing programs and services  • Effective intraorganizational communication  • Expertise in assessment, planning, and evaluation; use evaluation data, feedback |  |  |
| **External factors**  • Support from interorganizational networks  • Coordination with other organizations  • Political support or opposition  • Consistency with federal, professional mandates, social policies, and guides |  |  |