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| **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 PracticeOrganization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_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 |  |  |