**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