## **Implementation Supports Prospective Assessment and Practice Checklist[[1]](#footnote-1)**

**Overview**

The Implementation Supports Prospective Assessment and Practice Checklist provides supports critical thinking about implementation to design and improve support for specific innovations. Using the tool, teams can:

* Develop plans for building strong supports for planned innovations.
* Identify strengths and opportunities for improvement of implementation supports, including efforts to strengthen competency, organizational, and leadership supports.

The tool can be used for a variety of innovations, such as a statewide developmental screening program, an integrated model for primary care and behavioral health, and much more.

**Who Uses the Checklist**

A team of individuals (e.g., an implementation team) with diverse perspectives and roles in implementing the innovation, including people with lived experience of the focal issue/innovation, direct service providers, service managers, evaluators, organizational leaders, etc. An experienced facilitator can be used to guide the process. The National MCH Workforce Development Center can help you identify a facilitator.

**Resources Needed:**

* Implementation Supports Tool (copies for everyone)
* Time (~30-60 minutes, depending on how much of the checklist you aim to complete)
* Pen & paper for note taking and action planning

**When to Use**

The Implementation Supports Tool can be used:

* At any stage in a grantee’s implementation; and
* With new or ongoing activities.

**How to Use**

*Prior to using:*

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| * Identify the innovation you are preparing to implement or are implementing currently.
* Identify the Implementation stage/s that your effort is in currently.[[2]](#footnote-2)
 |

*During use:*

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| * Introduce the purpose of the **Implementation Supports Tool** and which part (1 or 2) you plan to use.
* Use the Tool to plan (part 1) the supports that will be needed OR to assess (part 2) which implementation supports are in place (or not) and to what degree.
* Use the Action Planning table to summarize and prioritize the actions needed based on your findings.
* Identify TA strategies, tools and resources to help you support the team’s effort.
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| --- | --- |
| **Date** |  |
| **Location** |  |
| **Focal Innovation** |  |
| **Tool used (select 1)** | **Prospective Assessment**  | **Practice Checklist** |
| **Participants** |  |

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| **Brief description of the innovation\* of interest** |
|  |

\* We define an innovation as an idea, practice, or object that is perceived as new by an individual or other unit of adoption. (Everett Rogers)

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| **Checklist Administration Notes**  |
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**Part 1: Implementation Supports Prospective Assessment**



**Prospective Implementation Supports Assessment**

Use this tool to ‘think forward’ about the supports that will be needed to the change you are planning. Use the questions to identify existing resources that may be useful for your new effort and to identify other resources that will need to be developed/identified. The questions may need to be contextualized for your effort and not all of them may be relevant.

### **ORGANIZATIONAL SUPPORTS**

**Facilitative Administration –** What supports do organizational leaders and managers need to put in place to make the use the innovation more effective and less burdensome?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. What resources to support staff competency development related to the innovation (e.g., for training and coaching) will be needed?
 |  |
| 1. How will fidelity or quality of innovation delivery be assessed?
 |  |
| 1. What data system to support decision-making (e.g., data collection and reporting tools) related to the innovation is needed?
 |  |
| 1. What policies and/or procedure need to be developed/adapted to support the innovation
 |  |
| 1. What changes in organizational roles, functions, and structures are needed to support the innovation?
 |  |
| 1. How will staff and collaborators be engaged in regular communication about the innovation?
 |  |

**Systems Intervention –** How will organizational leaders and managers engage stakeholders to identify and address challenges?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. How will we engage stakeholders and staff in developing a shared understanding of the need and rationale for the innovation?
 |  |
| 1. How can we create opportunities for stakeholders and staff to come together and learn from each other about the innovation and its use?
 |  |
| 1. How will create opportunities for stakeholder and staff to design solutions together for innovation implementation (e.g., through regular progress review meetings informed by fidelity and data)?
 |  |
| 1. How will we support regular communication with stakeholders experiencing the innovation?
 |  |

**Decision-Support Data System –** How will the data system be used to make decisions?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. How will we collect data on the innovation that are useful and usable?
 |  |
| 1. How can we ensure access to data that is relevant for making decisions about the innovation (e.g., team have access to implementation, fidelity, and outcome data)
 |  |
| 1. What will be our process for using data for decision-making about the innovation (e.g., relevant data are consistently integrated into meeting agendas)
 |  |

### **COMPETENCY SUPPORTS**

**Fidelity/Performance Assessment –** How will we know if the innovation is being implemented as intended?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. Can we develop or identify a way to consistently measure fidelity/quality? (e.g., from innovation developer or purveyor)
 |  |
| 1. How ca new develop an assessment protocol that defines the process and supports consistency?
 |  |
| 1. How will we use assessment data to improve outcomes and implementation supports (e.g., regular data review and reflection to inform improvement efforts)
 |  |

**Staff Selection –** How will staff be selected to implement the innovation?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. What new/revised job descriptions are needed to document the skills and competencies needed to implement the innovation?
 |  |
| 1. How will we ensure that interviewers understand the skills and abilities needed for the staff position (e.g., interview team includes staff with experience in the relevant position/innovation)?
 |  |
| 1. Who will develop the interview protocols?
 |  |
| 1. Who will review the interview processes (e.g., process reviewed after each hiring)?
 |  |

**Training –** How will training be developed to build staff competency to implement the innovation?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. Who will secure skill-based training for relevant staff (e.g., training integrate opportunities for practice and feedback)
 |  |
| 1. How will we use training data to develop competency and improve training?
 |  |

**Coaching –** How will coaching build staff competency to implement the innovation?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. How can coaching be made available to help staff develop their skills to implement the innovation?
 |  |
| 1. Can we develop a coaching service delivery plan to guide coaching (e.g., training data used to focus coaching on priority needs)?
 |  |
| 1. How will we regularly assess coaching effectiveness and use the data for improvement (e.g., through regular feedback from staff)?
 |  |

### **LEADERSHIP SUPPORTS**

What supports do organizational and system leaders need to develop support implementation, evaluation, and improvement of the innovation in relation to the wider system?

|  |  |
| --- | --- |
| **Question** | **Notes** |
| 1. How will leaders assess contextual and “big picture” issues related to implementation of the innovation?
 |  |
| 1. How will leaders identify adaptive challenges related to implementation (i.e., challenges that do not have a clear or agreed upon definition or a readily identifiable solution)?
 |  |
| 1. What can leaders do to ensure attention is focused on key implementation challenges?
 |  |
| 1. How can leaders sustainably involve other agency staff and systems stakeholders in solving challenges?
 |  |
| 1. How can leaders raise up difficult issues and challenges for consideration by staff and stakeholders?
 |  |

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| **Prospective Assessment Action Planning** |
| **Implementation Support** | **Action** | **Lead** | **Timing** | **Notes – Action steps, possible outputs** |
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**Part 2: Implementation Support**

**Practice Checklist**



**Implementation Support Practice Checklist**

Directions: Use the following sections to identify implementation supports in which you excel (**+**), do well (√), and need improvement ( **̶** ). Consider your current strengths and needs when implementing innovations.

### **ORGANIZATIONAL SUPPORTS**

**Facilitative Administration –** Do organizational leaders and managers put supports in place to make the work of staff to use the innovation more effective and less burdensome

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| --- |
| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. Secure resources to support staff competency development related to the innovation (e.g., resources for training and coaching)
 |  |
|  | 1. Support the use of a consistent fidelity assessment of the innovation
 |  |
|  | 1. Invest in the resources for data system to support decision-making (e.g., data collection and reporting tools) related to the innovation
 |  |
|  | 1. Develop or refine internal policies or procedure to improve support for the innovation
 |  |
|  | 1. Make changes in organization roles, functions, and structures to support the innovation
 |  |
|  | 1. Engage in regular communication with all staff about the innovation
 |  |

**Systems Intervention –** How do organizational leaders and managers engage stakeholders to identify and address challenges?

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| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. Engage stakeholders and staff in developing a shared understanding of the need and rationale for the innovation.
 |  |
|  | 1. Create opportunities for stakeholders and staff to come together and learn from each other about the innovation and its use.
 |  |
|  | 1. Create opportunities for stakeholder and staff to design solutions together for innovation implementation (e.g., through regular progress review meetings informed by fidelity and data)
 |  |
|  | 1. Support regular communication with stakeholders experiencing the innovation
 |  |

**Decision-Support Data System –** How is the data system used to make decisions?

|  |
| --- |
| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. Have data on the innovation that are useful and usable.
 |  |
|  | 1. Have access to data that is relevant for making decisions about the innovation (e.g., team have access to implementation, fidelity, and outcome data)
 |  |
|  | 1. Have a process for using data for decision-making about the innovation (e.g., relevant data are consistently integrated into meeting agendas)
 |  |

### **COMPETENCY SUPPORTS**

**Fidelity/Performance Assessment –** How can a fidelity assessment be used to understand if the innovation is being implemented as intended?

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| --- |
| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. A consistent fidelity measure for the innovation is available (e.g., from innovation developer or purveyor)
 |  |
|  | 1. Protocol for fidelity assessments define the process and supports consistency
 |  |
|  | 1. Fidelity assessment data used to improve outcomes and implementation supports (e.g., regular data review and reflection to inform improvement efforts)
 |  |

**Staff Selection –** How are staff selected to implement the innovation?

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| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. Job descriptions are in place that include the skills and competencies needed to implement the innovation
 |  |
|  | 1. Interviewers understand the skills and abilities needed for the staff position (e.g., interview team includes staff with experience in the relevant position/innovation)
 |  |
|  | 1. Interview protocols are in place
 |  |
|  | 1. Interview processes are regularly reviewed (e.g. process reviewed after each hiring)
 |  |

**Training –** How does training build staff competency to implement the innovation?

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| --- |
| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. Skill-based training is secured for relevant staff (e.g., training integrate opportunities for practice and feedback)
 |  |
|  | 1. Training data are used to develop competency and improve training
 |  |

**Coaching –** How does coaching build staff competency to implement the innovation?

|  |
| --- |
| Organizational leaders and managers… |
| **Rating** | **Action** | **Notes** |
|  | 1. There is coaching available to help staff develop their skills to implement the innovation
 |  |
|  | 1. A coaching service delivery plan guides coaching (e.g. training data used to focus coaching on priority needs)
 |  |
|  | 1. Coaching effectiveness is regularly assessed and used for improvement (e.g., through regular feedback from staff)
 |  |

### **LEADERSHIP SUPPORTS**

|  |
| --- |
| **Describe the organizational and system leaders in the context of the innovation being discussed**. |
| Organizational and system leaders… |
| **Rating** | **Action** | **Notes** |
|  | 1. Assess contextual and “big picture” issues related to implementation of the innovation
 |  |
|  | 1. Identify adaptive challenges related to implementation (i.e., challenges that do not have a clear or agreed upon definition or a readily identifiable solution).
 |  |
|  | 1. Focus attention on implementation challenges.
 |  |
|  | 1. Involve other agency staff and/or stakeholders in solving challenges.
 |  |
|  | 1. Ensure that difficult issues and challenges are raised and considered by staff and stakeholders.
 |  |

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| **Practice Checklist Action Planning Tool** |
| **Implementation Support**  | **Action** | **Lead** | **Timing** | **Notes – Action steps, possible outputs** |
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1. This tool was adapted with permission from the National Implementation Research Network. For more information on implementation supports (a.k.a. drivers), visit the [Active Implementation Hub](https://nirn.fpg.unc.edu/ai-hub). [↑](#footnote-ref-1)
2. #  To do this you can use the *Stages of Implementation Analysis: Where Are We? Planning Tool*. https://nirn.fpg.unc.edu/module-4/topic-8-stages-implementation-analysis-planning-tool

 [↑](#footnote-ref-2)