

Measures of Implementation in Practice

Implementation Climate Assessment

March 2013

National Implementation Research Network

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For more information on the frameworks for Implementation Drivers and Implementation Stages go to <https://www.activeimplementation.org>. The synthesis of the implementation evaluation literature can be downloaded from the AIRN website.

You have our permission to use these measures in any non-commercial way to advance the science and practice of implementation, organization change, and system transformation. Please let us know how you are using the measures and let us know what you find so we can all learn together. As you use these measures, we encourage you to do cognitive interviewing of key informants to help revise the wording of the items to help ensure each item taps the desired aspect of each implementation component.

We ask that you let us know how you use these items so we can use your experience and data to improve and expand the survey. Please respond to info@activeimplementation.org. Thank you.

Stage-Based Implementation Assessments

To use the stage-based assessments of implementation, the assessor first must determine the stage of implementation for the innovation in an organization. There are no fixed rules to follow, so assessors must use their good judgment. The reader is referred to the Assessment of Implementation Stages for more information and action planning.

Stage of Implementation	Assessments
Exploration	Assessment of Implementation Stages ImpleMap
Installation	Assessing Drivers Best Practice Installation Stage Action Planning Guide
Initial Implementation	Assessing Drivers Best Practice Initial Implementation Action Planning Guide
Full	Assessing Drivers Best Practice Implementation Tracker

Full Implementation Stage Assessments

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After an organization or human service system has begun their attempt to use an evidence-based program or other innovation, Implementation Drivers can be assessed in practice. At this point, the presence and strength of each Implementation Driver can be assessed at regular intervals.

It is recommended that each assessment of Implementation Drivers be correlated with proximal practitioner performance/ fidelity assessment outcomes and with eventual client/ consumer outcomes. The essential outcome of implementation done well is consistently high fidelity performance by practitioners. The essential outcome of high fidelity performance by practitioners is consistently desirable outcomes for the children, families, individuals, and communities receiving evidence-based or other innovative services.

The “implementation climate” items are adapted from the work of Klein & Sorra (1996) who originally used the items in a business setting, and the work of Panzano and colleagues (2004; 2006) as part of their longitudinal evaluation of the uses of a variety of evidence-based programs in mental health settings.

References

- Klein, K. J., & Sorra, J. S. (1996). The challenge of innovation implementation. *Academy of Management Review*, 21(4), 1055-1080.
- Panzano, P. C., & Roth, D. (2006). The decision to adopt evidence-based and other innovative mental health practices: Risky business? *Psychiatric Services*, 57(8), 1153-1161.
- Panzano, P. C., Seffrin, B., Chaney-Jones, S., Roth, D., Crane-Ross, D., Massatti, R., & Carstens, C. (2004). The innovation diffusion and adoption research project (IDARP). In D. Roth & W. Lutz (Eds.), *New Research in Mental Health* (Vol. 16, pp. 78-89). Columbus, OH: Ohio Department of Mental Health Office of Program Evaluation and Research.

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Key informants

The following set of items is intended to be used with three groups of key informants within a human service organization. The information from all key informants should be obtained within a four-week period to help assure a complete view of implementation progress at one point in time within the organization. The measures can be repeated to assess initial progress toward full implementation and to assess changes in implementation over time (implementation supports fluctuate over time). The key informants are:

1. Practitioners who are providing services to children, families, individuals, or groups.
2. Supervisors/ Coaches who provide oversight and advice to the practitioners who are asked to complete this survey.
3. Decision makers who are responsible for the overall organization or the portion of the organization in which the practitioners and supervisors/ coaches work. Decision makers are those people who have nearly-independent authority to make changes in budgets, structures, and personnel roles and functions within an organization.

The wording of items may need to be changed to reflect the usage of language or identification of particular roles within a given organization.

Name of the innovation: _____

NOTE: Responses should be specific to one particular innovation. If the organization is implementing more than one innovation, a separate survey is required for each.

DEFINITIONS

1. Innovation
 - a. The practice or program that is the subject of this survey. Innovations require new ways of working with consumers or other recipients of services provided by a practitioner. NOTE: The practice or program may or may not have a strong evidence-base to support it. The implementation questions below are relevant to any attempt to establish any new ways of work in any organization.
2. Practitioner
 - a. The clinician or other person who is providing direct services to consumers or others. A practitioner is a person who is being asked to use an innovation.

Enter 1 - 9 next to each item to indicate the extent to which you agree the statement is true for your organization.

1 = Completely Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neither Agree nor Disagree

5 = Somewhat Agree

6 = Agree

7 = Completely Agree

8 = Does Not Exist in our organization

9 = Don't Know

Implementation Climate

Organizations have a "personality" that is reflected in the day to day operations of the organization and the way staff members view their work. These items ask about some dimensions that relate to the use of innovations in organizations.

Within the past six months:

1. The innovation is compatible with the treatment philosophy of the organization as a whole.
2. The innovation is being implemented in this organization as prescribed by the experts.
3. Staff who are expected to use the innovation are doing so willingly in carrying out their job duties.
4. The innovation is being used "to the letter" as prescribed by its developers.
5. Local system issues interfered with the implementation of the innovation at this organization.
6. The "benefits" that have resulted from implementing the innovation far exceed the "costs".
7. Staff are adequately trained to use the innovation in this organization.
8. Positive consequences occurred at this organization as a result of implementing the innovation.
9. The innovation is available to all community members who indicated a need or an interest.
10. The innovation is used in a committed way by targeted staff at this organization.
11. This organization's overall effectiveness has improved as a result of implementing the innovation.
12. Client outcomes have improved as a result of using the innovation.
13. There was adequate time to plan the details of implementing the innovation at this organization.
14. Top administration strongly supports the ongoing implementation of the innovation.
15. Staff get positive feedback and/or recognition for their efforts to use the innovation.
16. Top administrators minimized obstacles and barriers to using the innovation at this organization.

17. Funding issues interfered with the use of the innovation at this organization.
18. Implementing the innovation involved taking a big risk at this organization.
19. This organization set clear and specific goals related to the use of the innovation.
20. The use of the innovation has been consistent over time at this organization.
21. There are performance-monitoring systems in place to guide the implementation of the innovation.
22. Training and technical assistance were readily available to staff involved in using the innovation.
23. Adequate resources have been available to use the innovation as prescribed.
24. The “costs” of using the innovation have far exceeded any benefits that may have occurred.
25. Staff have been encouraged to express concerns that arise in the course of using the innovation.
26. The innovation is being seen as a regular part of the programming offered to this community.
27. Efforts are in the works to see that this innovation becomes a permanent part of our service offerings
28. It is difficult to attract and/or retain qualified staff needed to use the innovation.
29. Based on data available, this program has been effective in reducing the targeted negative behavior of consumers.
30. Many things needed to change at this organization in order to use the innovation as prescribed.
31. The effectiveness of the innovation is apparent to stakeholders outside this organization.
32. The innovation is compatible with the professional training of targeted staff at this organization.