

Checklist to Assess Organizational Readiness (CARI) for EIP Implementation

Melanie A. Barwick, PhD, CPsych
Hospital for Sick Children
University of Toronto

Background

The literature has identified several factors that are important for effective implementation of evidence-informed practices (EIP) (see Damschroder, Aron, Keith, Kirsh, Alexander & Lowery 2009 for a review). In a 2008 paper published in *the Journal of Evidence-Based Social Work*, Michael Austin and Jennette Claassen provided an assessment tool that includes 4 factors: organizational capacity, organizational climate/culture; staff capacity; and implementation plan. The CARI is an adaptation of the one proposed by Austin and Claassen, and includes four additional factors that have been found to be important in our research and practice experience supporting outcome measurement in Ontario over the last decade. These additional four factors are: system level capacity, functional considerations, senior leadership, and training.

Purpose & Instructions

The following assessment tool is intended to address the level of readiness for implementing evidence-informed practices within behavioural health service provider organizations. Note that the items are tailored to the Ontario context, and thus may need to be adapted to the context/jurisdiction in which you are working. In our research, we ask that all members of the organization's implementation team complete the tool individually. We (the facilitators) then review the scores with the group and rate a separate consensus rating to capture the group's perspective. Essentially, this tool is intended to assist with pre-implementation discussion and preparation. Some members of the implementation team (e.g., the IT or HR person) may feel unsure about rating some of the items because they simply 'don't know.' Encourage them to rate the items to the best of their ability.

When you're done with the consensus version, add up the totals for each column and graph them on the spider graph by putting an 'x' on the appropriate spot along the number line for each section (A, B, C, etc). Link your points with a line around the entire graph, connecting the dots. Once you have graphed your organizational readiness for EIP implementation, you will see which areas require working through to increase your potential for success prior to proceeding with EIP implementation.

References

- Austin MJ and Claassen J (2008). Implementing evidence-based practice in human service organizations. *Journal of Evidence-Based Social Work*, 5(1), 271-293.
- Damschroder LJ, Aron DC, Keith RE, Kirsh SR, Alexander JA and Lowery JC (2009). Fostering implementation of health services research findings into practice: a consolidated framework for advancing implementation science. *Implementation Science*, 4:50, DOI 10.1186/1748-5908-4-50.
- Kaiser Permante (2004). Assessment tool for potential transfers: Checklists for three roles in the transfer process. <http://www.research-practice.org/tools/checklists/Assessment%20Tool%20for%20Potential%20Transfers.pdf>

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		1	2	3	4
A. SYSTEM CAPACITY					
To what extent do you think:					
A1.	The service funder (i.e., MCYS) recognizes the importance of EIP .				
A2.	The service funder accepts that implementation of EIPs will necessarily affect service provision (e.g., could increase waitlist for service).				
A3.	The service funder and/or administrator recognize that EIP implementation may require additional expenditures , requiring additional budget and/or shifting along budget lines.				
A4.	Technical assistance (e.g., EIP training, coaching, ongoing support) is available for the EIP(s) being implemented.				
A5.	All stakeholders having a role to play have been consulted about their views on the EIP implementation.				
Sub-Totals:					
Total for A:					
B. ORGANIZATIONAL CAPACITY					
To what extent do you think:					
B1.	There is leadership support from top management in the form of a designated person responsible for implementation.				
B2.	This organization's mission reflects a commitment to being a learning organization and is supportive of EIP.				
B3.	Human resources are adequate and available to introduce and sustain the EIP. <i>This means:</i> <ul style="list-style-type: none"> i. <i>You intend to select only EIPs that match the competency levels of your staff</i> ii. <i>You are prepared to deal with changes to job requirements and staffing</i> iii. <i>You are prepared to deal with union issues</i> iv. <i>You are prepared to formally recognize the EIP training / practice change accomplishments of your staff</i> 				
B4.	Financial resources are adequate and available to introduce and sustain the EIP. <i>Consider the costs of ongoing training (new staff), sustainability / re-invention, and monitoring of fidelity to the EIP, in addition to initial training. Costs may also be related to policy, system, or software changes.</i>				
B5.	Change at this time is appropriate and feasible in the life of the organization. <i>Consider competing priorities and their timelines (e.g., accreditation demands)</i>				
Sub-Totals:					
Total for B:					

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C. FUNCTIONAL CONSIDERATIONS					
To what extent do you think:					
C1.	There is an outcome management system in place that will enable the organization to monitor client outcomes with the new EIP against preceding outcomes.				
C2.	There is a system in place to share client outcomes with staff, boards, and clients.				
C3.	There are the physical spaces required to practice the EIP selected (e.g., space for group session)				
C4.	There is intent to use outcome data to inform service delivery.				
C5.	The organization will consider whether policies or service/vendor contracts require revision for the implementation of the EIP(s).				
Sub-Total:					
Total for C:					
D. ORGANIZATIONAL CULTURE/CLIMATE					
To what extent do you think:					
D1	Generally speaking, staff understand the mission and goals of this organization relate to evidence informed practice.				
D2	Generally speaking staff in this organization understand what evidence based practices are and hold positive attitudes toward their use.				
D3	Staff in this organization are given high levels of autonomy in their work and encouraged to ask questions.				
D4	There are open lines of communication in place in this organization.				
D5	Innovation is rewarded.				
Sub-Totals:					
Total for D:					
		Not even close	Some way to go	Nearly there	We're there
		1	2	3	4
E. SENIOR LEADERSHIP					
To what extent do you think:					
E1.	Senior leadership considers that the EIP selected for implementation addresses an important problem / issue / gap in service delivery.				
E2.	Implementing the selected EIP is aligned with organizational, regional, or system goals				
E3.	There are financial (e.g., cost effective) and/or mental health (e.g., better outcomes, meeting client needs) and/or safety reasons to implement this EIP.				
E4.	Senior leadership is convinced of the value of this EIP				
E5.	Senior leadership is willing and able to lead and shape the implementation				
Sub-Totals:					
Total for E:					

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F. STAFF CAPACITY					
		Not even close	Some way to go	Nearly there	We're there
		1	2	3	4
To what extent do you think:					
F1.	Professional growth and development are desired by staff in this organization.				
F2.	Staff preferences for learning and practice change are taken into consideration when selecting the EIP and developing the implementation plan.				
F3.	Staff demonstrate readiness for practice change , and a commitment to use the new EIP.				
F4.	There is a rationale for the selection of staff that will be trained on the EIP.				
F5.	Staff demonstrate evidence-based practice skills (e.g., client engagement, critical thinking, use of positive reinforcements, analytical thinking).				
Sub-Totals:					
Total for F:					
G. IMPLEMENTATION PLAN					
To what extent do you think:		Not even close	Some way to go	Nearly there	We're there
		1	2	3	4
G1	There is a comprehensive implementation team in place (e.g., representatives from multiple areas of the organization).				
G2	There is an implementation framework selected to guide the implementation process (e.g., NIRN model).				
G3	There is time and means within the implementation plan to select an EIP purveyor/provider that meets the organization's needs, <i>e.g., within budget, considers learning styles of practitioners, willing to work with you to ensure fidelity to the EIP and to provide ongoing support and coaching</i> .				
G4	There is a communications plan to share progress of the implementation plan with multiple stakeholders, regardless of their direct involvement (e.g., consider communication to your funder, board of directors, clients, community partners).				
G5	There is intent to monitor fidelity of the EIP.				
Total:					
Total for G:					

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H. TRAINING					
To what extent do you think:					
H1.	Staff training in the EIP should involve theory and discussion.				
H2.	Staff training in the EIP should involve demonstration of new skills.				
H3.	Staff training in the EIP should involve opportunities for practice and feedback.				
H4.	A consultant / purveyor / coach should be available for support beyond the initial training phase.				
H5.	Adequate time will be put for training, reflection, practice, and assimilation of new skills.				
Total:					
Total for H:					

Sum the totals for each section and plot them with an X along the appropriate line. Then, connect the dots. Higher scores are good. The 'web' will highlight which areas require work within your organization.

