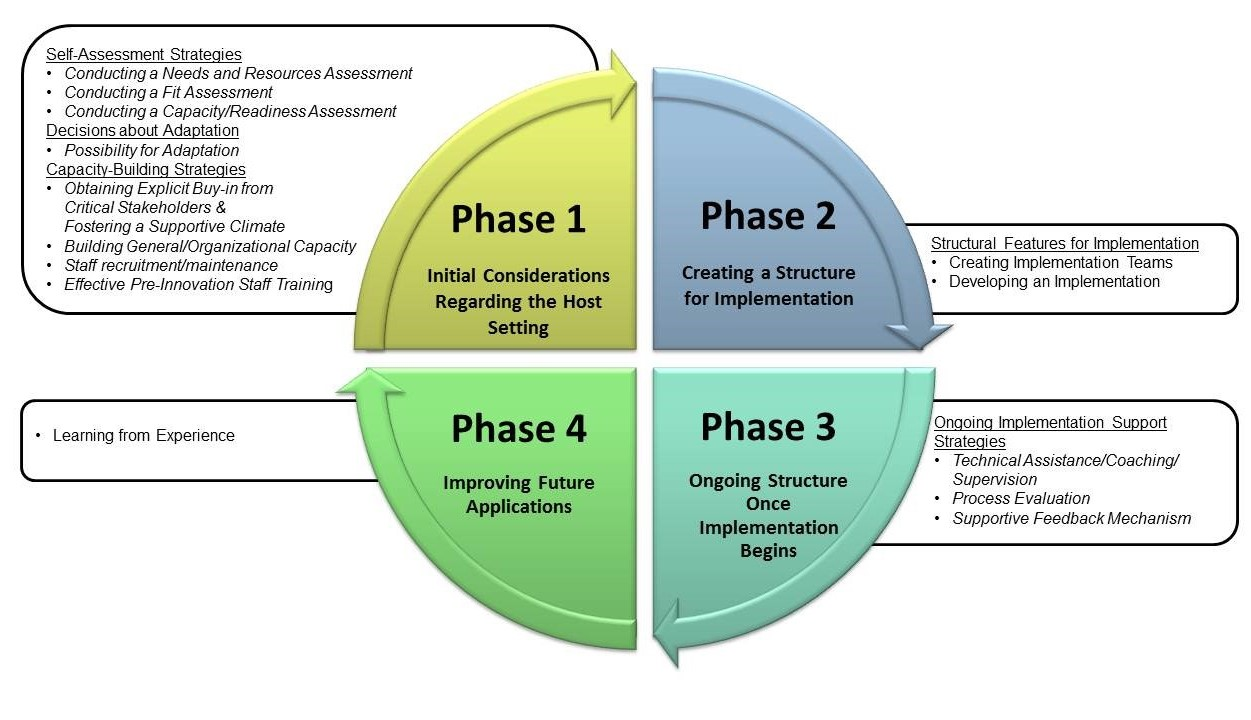
Quality Implementation Framework

Cincinnati Children's is using the Quality Implementation Framework (QIF) from "The quality implementation framework: a synthesis of critical steps in implementation process" by Meyers, Durlak, and Wandersman as our quality improvement framework for PCORI HSII grants. The QIF is a synthesis of 25 frameworks across various disciplines to build a meta-framework that will allow implementation teams to bring innovations found in research into practice, all the while maintaining necessary standards to achieve innovations' outcomes and adapting these innovations to site specific circumstances.

The QIF consists of four temporal phases and 14 action-oriented steps. That builds, applies, and monitors the progress on two types of capacities.

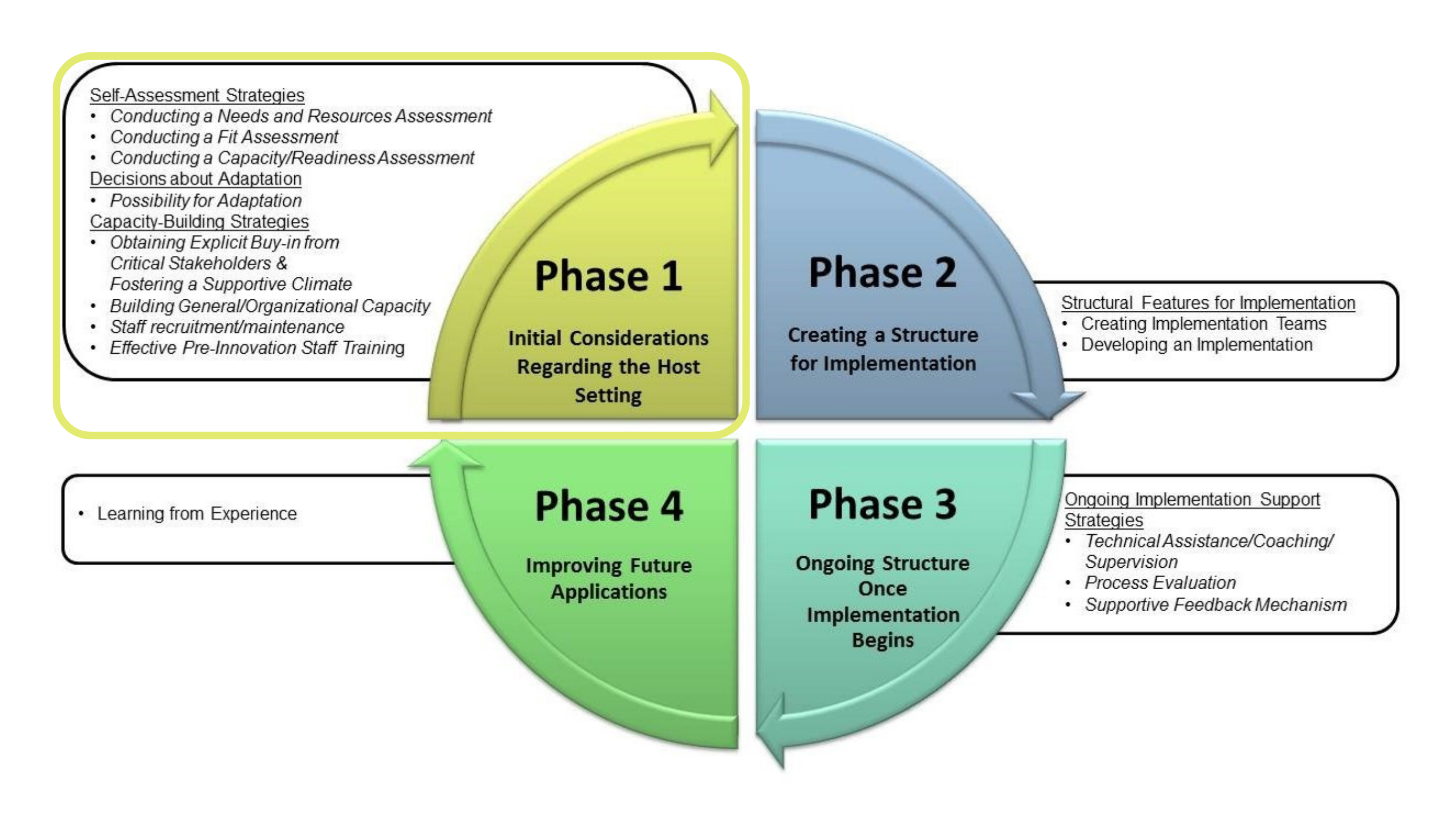
1. Innovation-specific capacity - the necessary knowledge, skills and motivation that are required for effective use of the innovation:
2. General capacity - effective structure and functional factors.



Meyers DC, Durlak JA, Wandersman A. [The quality implementation framework: a synthesis of critical steps in the implementation process](https://pubmed.ncbi.nlm.nih.gov/22644083/). *Am J Community Psychol*. 2012;50(3-4):462-480. doi:[10.1007/s10464-012-9522-x](https://doi.org/10.1007/s10464-012-9522-x)

Phase 1

The first phase focuses on preparation for implementing an innovation. The steps in this phase center around assessing the initial conditions at the host site and estimating how to best adapt the innovation to the site's need. Beyond this core function, this phase features identifying what, in the proposed innovations, can be modified to fit the needs of the site and what is core to the innovation, as well as how to foster buy-in and a supportive environment to ensure that the implementation process is a success.



Step 1 Conduct a Needs and Resources Assessment

In this first step, the implementation team will focus on current capacities and processes, looking at who will be involved, the current structure supporting this work, and physical or financial resources to determine specific gaps between the current state and desired outcomes.

For this step, the implementation team seeks to understand:

1. Why we are doing this implementation project.
2. Current capacity and resources to support implementation
3. The need for the innovation we're implementing (e.g., what problem or conditions it will address) and how it may need to be adapted
4. Who will benefit from improvement efforts (e.g., people or parts of the organization).

**Identification of Needs**

*Please answer the following questions related to your project; assessments will be done at the project level, which may include multiple sites.*

Have we assessed the needs of the implementing site(s)?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Have we assessed the resources of the implementing site(s)?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

| Describe the current resources of the project, this may be at the site or project level (i.e., funding, personnel). |  |
| --- | --- |
| How much time do you have for the assessment? |  |

**Tool Selection**

*Follow links to full tool description before selecting tools.*

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Project Charter](#bookmark=id.8e64mgwjgo2y) | Consensus on description and details that will help teams start with a coherent plan. | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Hexagon Tool](#bookmark=id.mikwgqfjhq4h) | Facilitation tool for in-depth assessment of evidence, resources and support, usability, need, fit, and capacity. | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [MUSIQ](#bookmark=id.gr55hku08uyv) | A brief survey explores the context of the project and why it may succeed or fail under specific conditions. | Time Light  Personnel Light  Funding Light |  |  |  |

Step 2 Fit Assessment

Using what the implementation team determined in step one about the current state of the site, step two expands that analysis to the innovation and whether the innovation matches the needs of the organization and what adaptations may be needed. A needs assessment could take into account of the organization’s strengths, needs, values, culture, history, and other initiatives or priorities.

For this step, the implementation team seeks to determine whether the innovation we're implementing fits the setting and how well it matches the

1. Identified needs of the organization or community.
2. Organization's mission, priorities, values, and strategy.
3. Preferences of stakeholders.

**Identification of Needs**

Does the new intervention contribute to meeting the identified need?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Does the new intervention fit the objectives, mission, and vision of the organization?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

| What is the scale/scope of the project? |  |
| --- | --- |
| How much time does your team have to assess the project fit? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☒ | [Project Charter](#bookmark=id.8e64mgwjgo2y) | Consensus on description and details that will help teams start with a coherent plan. | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Hexagon Tool](#bookmark=id.mikwgqfjhq4h) | Facilitation tool for in depth assessment of evidence, resources and support, usability, need, fit, and capacity. | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [MUSIQ](#bookmark=id.gr55hku08uyv) | This brief survey explores the context of the project and why it may succeed or fail under specific conditions. | Time Light  Personnel Light  Funding Light |  |  |  |

Step 3 Capacity/Readiness Assessment

Now that the implementation team knows what resources are available (step 1) and how the innovation could fit within the operational site (step 2), they will then need to determine whether the organization has enough resource to successfully implement the innovation successfully.

**Identification of Need**

For this step, the implementation team seeks to determine whether:

1. The team is ready for implementation.
2. The organization or community has the resources, skills, motivation, and will to implement the innovation.
3. The organization or community is ready for change.

Have you assessed the organization’s readiness for change?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |  |
| --- | --- | --- | --- | --- |

**Analysis of needs**

| How much do you already know about the state of your organization/team’s readiness? |  |
| --- | --- |
| How difficult will it be to obtain needed information on readiness? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☒ | [Project Charter](#bookmark=id.8e64mgwjgo2y) | Consensus on description and details that will help teams start with a coherent plan. | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Hexagon Tool](#bookmark=id.mikwgqfjhq4h) | Facilitation tool for in depth assessment of evidence, resources and support, usability, need, fit, and capacity. | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [ORIC](#bookmark=id.c8bp0dl0mekg) | Quick Survey to capture the organization’s commitment to change and capacity for change. | Time Light  Personnel Light  Funding Light |  |  |  |

Step 4 Possibility for Adaptation

No strategy will be a perfect fit for any given need or organization. After you have spent time assessing your organization for needs, resources, fit, capacity, and readiness in Steps One - Three, now the team needs to look at the intended interventions and determine how they can be modified to best match your needs and organization structure. The key to Step 4 is to identify what in the intended intervention can be modified and what is a core component that should never be modified. Once that determination is made, the team can decide how to best change the intervention.

For this step, the implementation team must determine:

1. Whether the innovation should be modified in any way to fit the setting and/or target population.
2. If so, how changes to the innovation will be documented and monitored during implementation.

**Identification of Need**

Do implementers have the possibility to propose adaptations of the intervention?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

Are there parts of the intervention that could be adapted?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Do you know which parts of the intervention could be adapted and which could not?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

**Analysis of needs**

| How close does your environment meet the intervention? |  |
| --- | --- |
| How difficult will it be to obtain needed information on readiness? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Gemba](#bookmark=id.aeh1zz9tc8jm) | Facilitates the observation and documentation of the current state of a process or workflow. | Time Heavy  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [FRAME](#bookmark=id.9yeaev17hmft) | Documents the timing, nature goals, reasons for, and impact of adaptations to EBI. | Time Heavy  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [Evidence Request Form](#bookmark=id.zi3g81qj4256) | Structured query of biomedical literature to identify the current state of knowledge or best practice for implementation using a quality framework. | Time Medium  Personnel Medium  Funding Medium |  |  |  |

 Step 5 Buy-in from Critical Stakeholders/Supportive Climate

Involvement from a wide variety of stakeholders across the organization is integral to the success of a project. They can ensure there is a shared vision, assess that needs are being met, and build momentum for a successful implementation project. Stakeholders should not only be kept informed about a project but be involved with decision-making throughout the implementation process.

For this step, the implementation team must determine:

* Whether we have genuine and explicit buy-in from leadership with decision-making power, frontline staff who will implement the innovation, and the local community (if applicable).
* If the team has effectively dealt with important concerns, questions, are resistance to this innovation. The possible barriers to implementation need to be lessened or removed.
* Identify and recruit an innovation champion(s). How the organization/community assists the champion in their effort to foster and maintain buy-in.

**Identification of Needs**

Have stakeholders been identified?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

Are relevant decision-makers and managers positive about the new intervention?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Has any resistance to the new intervention been identified and addressed?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

**Analysis of needs**

| How many stakeholders will need to support the project for it to be successful? |  |
| --- | --- |
| How difficult will it be to obtain the needed buy-in? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Implementation Leadership scale](#bookmark=id.qrk0d6oojhwv) | Identifies and assess specific leadership behaviors that impact the implementation process. | Time Light  Personnel Light  Funding Light |  |  |  |
| ☐ | [Implementation Climate Scale](#bookmark=id.s29cuvxqu2o6) | Evaluates the degree to which their own organizational climate supports implementation of evidence-based practices, processes, and interventions | Time Light  Personnel Light  Funding Light |  |  |  |
| ☒ | [Stakeholder Assessment](#bookmark=id.r72ez0zgzh7k) | Identifies stakeholders, what their needs are for the project, and how to manage those needs. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [RASCI](#bookmark=id.p5l7cj8mlzq2) | Identifies tasks, milestones, timelines, and responsibilities for everyone engaged in a project. | Time Heavy  Personnel Medium  Funding Medium |  |  |  |

Step 6 General Organizational Capacity Building

After assessing the organization, the team must then use what they learned to build capacity within the organization to successfully complete the implementation of the intervention. This work will involve changes to the organization, apart from the project specific support discussed in phase 2 of the QIF.

In this step, the implementation team must determine:

* which infrastructure, skills, and motivation of the organization or community need enhancement to ensure the innovation will be implemented with quality.

**Identification of Needs**

Can we adapt the organization’s infrastructure to achieve successful implementation?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

Can we strengthen motivation in the organization to achieve successful implementation?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Can we increase the level of knowledge in the organization in order to achieve successful implementation?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

**Analysis of needs**

| How complicated is the project you are implementing? |  |
| --- | --- |
| How many different teams will be working on the projects? Different sites? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☒ | [Interactive Systems Framework](#bookmark=id.v6863auwedwh) | Describes how the work of an implementation project can be structured to ensure that there are adequate resources. | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Leadership Training](#bookmark=id.l29l9gkac4l) | Training on effective leadership models for successful implementation. | Time light  Personnel Medium  Funding Light |  |  |  |
| ☐ | [Process Evaluation Questionnaire](#bookmark=id.xbgiayjo2aim) | Assesses the implementation process, identify missed steps, and facilitate and inform discussions on how to improve the process. | Time Light  Personnel Light  Funding Light |  |  |  |
| ☐ | [Program Sustainability Assessment Tool](#bookmark=id.m60hqqjtgymr) | Assesses an organization's sustainability capacity | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |

Step 7 Staff Recruitment/Maintenance

The success of an intervention henges on the people involved. As Phase 1 of the implementation process comes to an end, the people who should be working on the project need to be identified and roles assigned. The team will likely be multi-disciplinary, representing different functions and areas across the institution. The people identified do not necessarily need to have all the knowledge or expertise to successfully implement the innovation, but a training plan also be designed to match the needs of the team assembled.

For this step, the implementation team needs to determine:

1. Who will implement the innovation
2. Who will support the practitioners who implement the innovation
3. If any existing roles need to be realigned or reallocated to ensure adequate support for successful implementation.

**Identification of Needs**

Have we identified and recruited those who will carry out the implementation in practice?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

Can we offer support to those who will carry out the implementation in practice?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

| How many FTE are allocated for the project? |  |
| --- | --- |
| What are the known resources available for the project? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Implementation Team Roles](#bookmark=id.p5wci1279mid) | Describes key members of the “implementation delivery system” and their roles and responsibilities. | Time Medium  Personnel Medium  Funding Light |  |  |  |
| ☐ | [Project Charter](#bookmark=id.8e64mgwjgo2y) | Consensus on the description and details that will help teams start with a coherent plan, including team roles and responsibilities. | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [Implementation Competencies Self-Assessment](#bookmark=id.1x9432ybm1u8) | Useful to review their own skills and knowledge, and how that would related to several key steps in the implementation process | Time Light  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [Work Breakdown Structure](#bookmark=id.s9m7zes34z7) | Allows the implementation team to brainstorm who would be responsible for each tasks, and to estimate how many hours the team would need to successfully accomplish each task. | Time Heavy  Personnel Heavy  Funding Heavy |  |  |  |
| ☐ | [Team Building Training](#bookmark=id.dcy8pr1k7c6h) | Allows the team to the limit process losses, like social loafing or groupthink, and expand their potential to create a high-performing teams. | Time Medium  Personnel Medium  Funding Heavy |  |  |  |

Step 8 Pre-Innovation Training

To support the team working on the implementation project, a training program to cover implementation, data collection, project management, and intervention specific skills needs to be developed.

For this step, the implementation team needs to:

* determine how to provide sufficient training to teach the why, what, when, where, and how of the intended innovation,
* ensure that the training covers the competencies needed for practitioners to achieve self-efficacy, proficiency, and correct implementation of the innovation.

**Identification of Needs**

Can we provide sufficient education and training in the new intervention?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

**Analysis of needs**

| How Knowledgeable is your team on Implementation? Data? Agile Project Management? |  |
| --- | --- |
| How much expert knowledge does your team have on the content of the implementation project? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Reasons for selecting/not selecting each tool |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Data Literacy Training](#bookmark=id.m9eygfrr5ox9) | An introduction to the ongoing conversation between an improvement team and a data management support team. | Time Medium  Personnel Medium  Funding Light |  |  |  |
| ☒ | [Introduction to Implementation Science & QIF Training](#bookmark=id.3uo6gpauu6tg) | Provides a high-level overview of why implementation is important, describe the structure of the HSII toolkit using the Quality Implementation Framework, and discuss roles and responsibilities of the various people who may use the toolkit. - **Recommended** | Time Light  Personnel Heavy  Funding Light |  |  |  |
| ☐ | [Leadership Training](#bookmark=id.l29l9gkac4l) | Training on effective leadership models for successful implementation. | Time light  Personnel Medium  Funding Light |  |  |  |
| ☐ | [Team Building Training](#bookmark=id.dcy8pr1k7c6h) | Allows the team to the limit process losses, like social loafing or groupthink, and expand their potential to create a high-performing teams. | Time Medium  Personnel Medium  Funding Heavy |  |  |  |

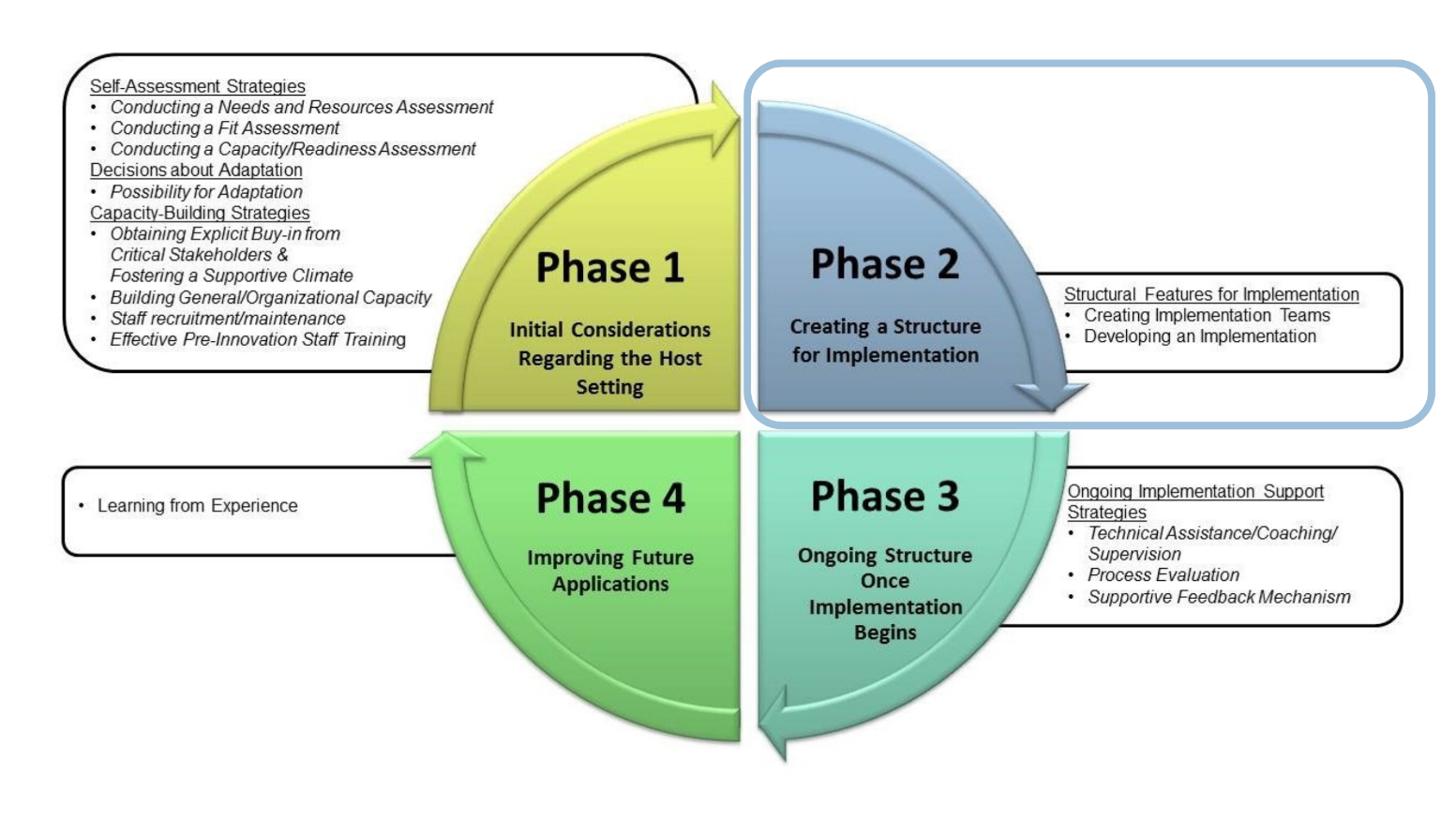
Phase 1 Evaluation

| Phase | How many people on the team are aware of the work tied to the step? | What changes, if any, should we make to our process? | What tools were used in this step? | What was your experience with this tool?  *(What changes did you need to make? Did you find it useful or not, why?*  *To what extent did the tool support the step?)* | Which team member implemented the tool? |
| --- | --- | --- | --- | --- | --- |
| Conducting a needs and resources assessment |  |  |  |  |  |
|  |  |  |
| Conducting a Fit assessment |  |  |  |  |  |
|  |  |  |
| Conducting a Capacity/Readiness Assessment |  |  |  |  |  |
|  |  |  |
| Possibility for Adaptation |  |  |  |  |  |
|  |  |  |
| Obtaining explicit buy-in from critical stakeholders and fostering a supportive community/organizational climate |  |  |  |  |  |
|  |  |  |
| Building general/organizational capacity |  |  |  |  |  |
|  |  |  |
| Staff recruitment/maintenance |  |  |  |  |  |
|  |  |  |
| Effective pre-innovation staff training |  |  |  |  |  |
|  |  |  |
| General Question: Was the implementation support team Supportive? How did they support your team? | |  | | | |

**Phase 2 Structure for Implementation**

The implementation actually begins in Phase 3. While the team puts the plan developed into phase 2 into action, they need to also provide a mechanism for on-going technical assistance, monitor and evaluate the on-going process, and communicate that process to all stakeholders. While they are completing this work, the team needs to keep these questions in mind:

1. Do we have a sound plan in place to provide the necessary technical assistance?
2. Will we be able to assess the strengths and limitations that occur during implementation?
3. Will the feedback system be rapid, accurate, and specific enough so that successes in implementation can be recognized and changes to improve implementation can be made quickly?



Step 9 Creating Implementation Teams

Once you have identified team members and organized training, Phase 2 starts by building the team. This is the team that will be actively involved in the daily administration of the intervention.

For this step, the implementation team needs to determine:

* who will have organizational responsibility for implementation.
* who will serve as the support team to work with frontline workers implementing the innovation.
* the roles, processes, and responsibilities of each team member.

**Identification of needs**

Have we appointed an implementation team or equivalent?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |
|  |  |  |  |

Have we appointed a person to be in charge of the team?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| Do you have the type of roles that you need to work on this project? |  |
| --- | --- |
| Will there be multiple teams working on this project? At different sites? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Implementation Team Roles](#bookmark=id.p5wci1279mid) | Describes key members of the “implementation delivery system”. | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Implementation Competencies Self-Assessment](#bookmark=id.1x9432ybm1u8) | Helps identify areas of strength and areas for learning and further development with respect to competencies critical to successful implementation | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [Team Building Training](#bookmark=id.dcy8pr1k7c6h) | Provides a background in common issues with working in teams and how to cover come them | Time Medium  Personnel Medium  Funding Medium |  |  |  |

Step 10 Developing an Implementation Plan

Using all of the information collected and organized in Phase 1 of the implementation process, the team needs to build a plan for how they will successfully implement the intervention. This plan should outline the tasks to be completed, the people working on the tasks, what support will be available, and how that support will intersect with the teams doing the work.

For this step, the implementation team needs to:

* create a clear plan that includes specific tasks and timelines to enhance accountability during implementation.
* determine the challenges to effective implementation and how they can proactively address them.

**Identification of Needs**

Do we have an implementation plan that includes objectives, tasks, and follow-up, as well as clearly defined responsibilities for all stakeholders and relevant implementers?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Has the implementation plan been anchored in the organization, i.e. have the relevant stakeholders received the plan?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Have we produced a clear time line that includes long-term sustainability?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| How many FTE are allocated for the project? |  |
| --- | --- |
| What are the known resources available for the project? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

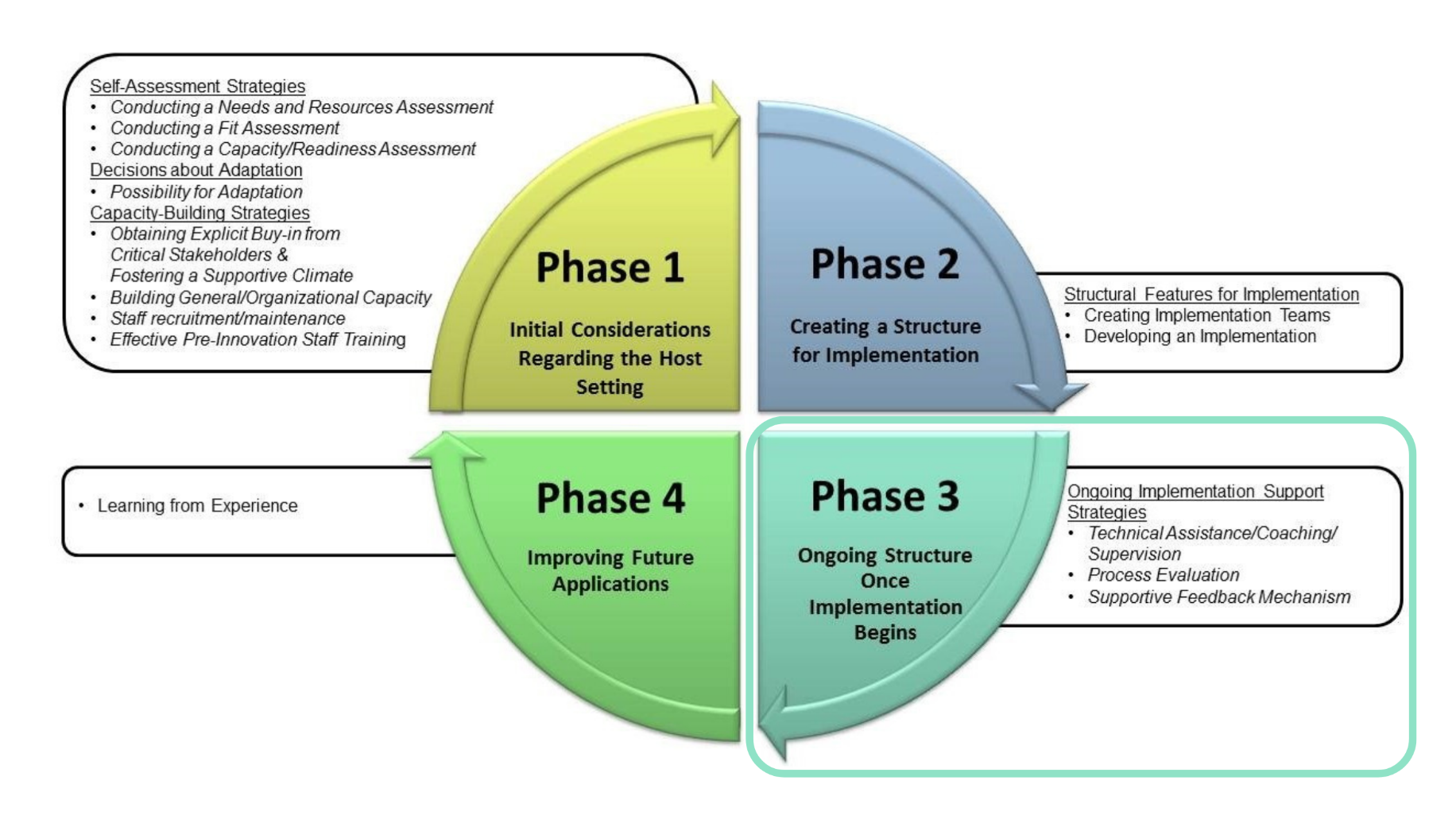
| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Implementation Logic Model](#bookmark=id.3ynqib41imp) | Provides a framework to specify the conceptual linkages between core elements of the projects, serving as a “roadmap” for how the project is to be carried out. - **Recommended** | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [Implementation Work Breakdown Structure](#bookmark=id.s9m7zes34z7) | Allows the implementation team to brainstorm who would be responsible for each task, and to estimate how many hours the team would need to successfully accomplish each task | Time Heavy  Personnel Heavy  Funding Medium |  |  |  |
| ☐ | [Data Needs Questionnaire](#bookmark=id.y5rb5k4tu0x) | Helps implementation teams begin to articulate the kind of data they need to support their intervention. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [Enterprise Data Guide](#bookmark=id.vc37kzsvi5hc) | Introduces implementation teams to the enterprise data landscape at CCHMC | Time Light  Personnel Light  Funding Light |  |  |  |

| Phase 2 | How many people on the team are aware of the work tied to the step? | What changes, if any, should we make to our process? | What tools were used in this step? | What was your experience with this tool?  *(What changes did you need to make? Did you find it useful or not, why?*  *To what extent did the tool support the step?)* | Which team member implemented the tool? |
| --- | --- | --- | --- | --- | --- |
| Creating Implementation Teams |  |  |  |  |  |
|  |  |  |
| Developing an Implementation Plan |  |  |  |  |  |
|  |  |  |
| General Question: Was the implementation support team Supportive? How did they support your team? | |  | | | |

Phase 3 Ongoing Structure

The implementation actually begins in Phase 3. While the team puts the plan developed into phase 2 into action, they need to also provide a mechanism for on-going technical assistance, monitor and evaluate the on-going process, and communicate that process to all stakeholders. While they are completing this work, the team needs to keep these questions in mind:

1. Do we have a sound plan in place to provide needed technical assistance?
2. Will we be able to assess the strengths and limitations that occur during implementation?
3. Will the feedback system be rapid, accurate, and specific enough so that successes in implementation can be recognized and changes to improve implementation can be made quickly?



Implementation Tools

For this phase, teams will need a handful of tools to do the actual work that they are implementing. These tools do not fit easily into the steps that make up Phase 3 but should be used during this phase of work.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [pCAT](#bookmark=id.x86dvhlvl9mg) | Help implementation teams identify barriers and facilitators to implementing changes within their healthcare settings. | Time Light  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [CFIR](#bookmark=id.1wpc1kkv128q) | Comprehensive overview for assessing contextual factors that influence implementation of effective interventions | Time Heavy  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [HEIF](#bookmark=id.h6976l8915qy) | Assess potential barriers and facilitators to implementation, develop tailored implementation strategies that account for and address inequities. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [Fidelity Checklist](#bookmark=id.cdab507uo9h6) | Determine the extent to which the intervention was implemented with Fidelity | Time Medium  Personnel Medium  Funding Medium |  |  |  |

Step 11 Technical Assistance, Coaching, and Supervision

As teams begin to actually do the work of implementing their intervention(s), they should have access to technical coaching assistance, coaching, and/or supervision so that they have tailored support in real time. This support could help with the more challenging aspects of the interventions, resolve conflicts that arise during the implementation process, acquire more resources for the team, or instructing teams on how to make required change to the planned process.

For this step, the implementation team needs to:

* Provide the necessary technical assistance to deal with practical problems that arise during implementation (e.g., additional training/practice, acquiring additional support or resources).

**Identification of needs**

Is there someone available to provide practical support during the Implementation process?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| How much external support is available for this project? What is the budget for this support? |  |
| --- | --- |
| How much Implementation expertise is already on our team? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [Implementation Coaching Support Training](#bookmark=id.btq96swpmpux) | Ensures teams have ongoing guidance and technical assistance. | Time Light  Personnel Light  Funding Light |  |  |  |
| ☐ | [Model for Implementation Training](#bookmark=id.o8jhk7bmvwrm) | Provides implementation teams with the necessary information and additional resources to guide conversations around a plan for implementation. | Time Light  Personnel Light  Funding Light |  |  |  |

Step 12 Process Evaluation

As the team implements the intervention, they need to constantly monitor how the process is going. This includes collecting qualitative and quantitative data about the implementation process. They also need a system for collecting, storing, analyzing and displaying this implementation data.

As part of this step, the implementation team needs to:

* Evaluate the strengths and limitations of the innovation's implementation over time, including how well different aspects of the innovation are being conducted and the performance of different individuals implementing the innovation.

**Identification of Needs**

Have we followed up on the objectives of the implementation plan?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Is there a plan for monitoring long-term sustainability?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| What data support structures are already in place? |  |
| --- | --- |
| How will your team collect/store/analyze process data? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [RE-AIM](#bookmark=id.5snuidmipnys) | Assess interventions' translatability and public health impact. | Time Heavy  Personnel Medium  Funding Heavy |  |  |  |
| ☐ | [Formative Evaluation](#bookmark=id.a9qkf1cy0p8u) | Guides the implementation support team in completing formative evaluation using mixed methods for internal learning of the implementation process. | Time Heavy  Personnel Medium  Funding Heavy |  |  |  |
| ☐ | [Run Charts](#bookmark=id.lfzf1aojf2qd) | Allows teams to learn from data patterns and determine whether changes are leading to improvement. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [PDSA](#bookmark=id.abz8u7c9rq28) | Allows teams to test interventions through a iterative, small scale testing process. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [FRAME](#bookmark=id.9yeaev17hmft) | Documents the timing, nature goals, reasons for, and impact of adaptations to EBI. | Time Heavy  Personnel Medium  Funding Medium |  |  |  |

Step 13 Supportive Feedback Mechanism

Once assessment takes place, there also needs to be a process throughout which teams can communicate, discuss, and act upon what they have learned from the process evaluation.

In this step, the team needs to establish a process for

* Communicating, discussing, and acting upon key findings from the implementation process
* Sharing implementation process data with stakeholders.

**Identification of Needs**

Is it possible to discuss the results of follow-up reviews with the stakeholders involved?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Is it possible to act on the results of the follow-up reviews, i.e. use the results for quality improvement of the implementation process?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| What are the avenues of communication in our organization to share lessons learned? |  |
| --- | --- |
| How do you plan on involving your stakeholders in this process? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

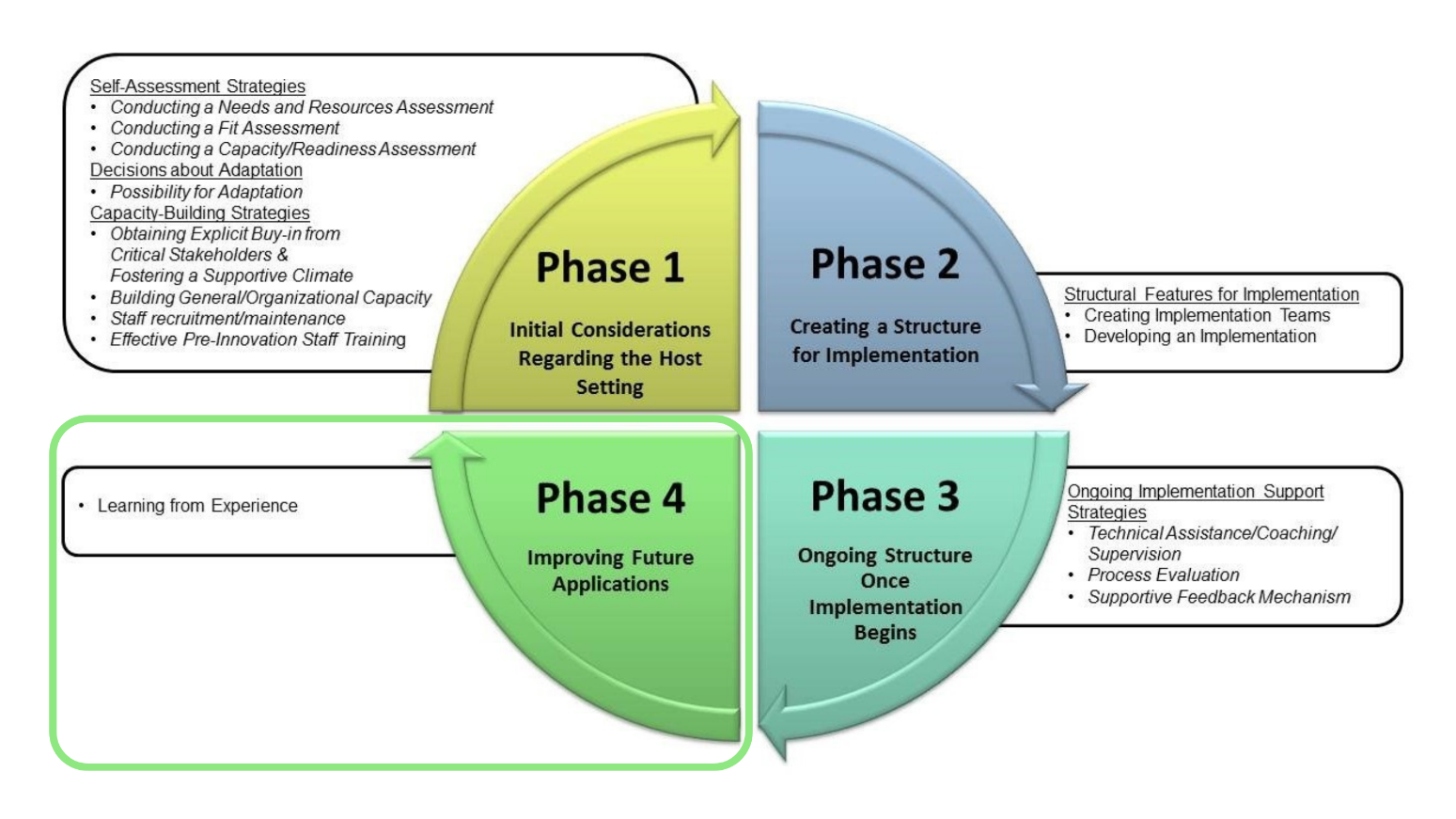
| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | Agile Project Management | COMING SOON | Time Medium  Personnel Light  Funding Light |  |  |  |
| ☐ | [Run Charts](#bookmark=id.lfzf1aojf2qd) | Allows teams to learn from data patterns and determine whether changes are leading to improvement. | Time Medium  Personnel Medium  Funding Medium |  |  |  |
| ☐ | [FRAME](#bookmark=id.9yeaev17hmft) | Documents the timing, nature goals, reasons for, and impact of adaptations to EBI. | Time Heavy  Personnel Medium  Funding Medium |  |  |  |

| Phase 3 | How many people on the team are aware of the work tied to the step? | What changes, if any, should we make to our process? | What tools were used in this step? | What was your experience with this tool?  *(What changes did you need to make? Did you find it useful or not, why?*  *To what extent did the tool support the step?)* | Which team member implemented the tool? |
| --- | --- | --- | --- | --- | --- |
| Technical Assistance, Coaching, and Supervision |  |  |  |  |  |
|  |  |  |
| Process Evaluation |  |  |  |  |  |
|  |  |  |
| Supportive Feedback Mechanism |  |  |  |  |  |
|  |  |  |
| General Question: Was the implementation support team Supportive? How did they support your team? | |  | | | |

**Phase 3 Evaluation**

Phase 4: Lessons Learned and Improvements

The final phase of the QIF is retrospective in nature. As teams finish their implementation work, they need to take the feedback from Phase 3 and identify the strengths and weaknesses of their implementation process. With this analysis and reflection, the team can further shape what quality implementation should look like going forward.



Step 14 Learning from Experience

For the final stage of the QIF, after the intervention has been fully implemented, the team needs to review the entire implementation process and articulate what they have learned. Not only can they learn from their own experience, but they should share these lessons learned with other attempting similar projects.

For this step, the implementation team needs to identify:

* the lessons that have been learned about the implementation of the intervention.
* The best channels for sharing this information with others that may be interested in enacting similar interventions.

**Identification of Need**

Have lessons learned been collected from those involved in the implementation?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

Have lesson learned been shared with those involved in the implementation?

| ☐ Yes | ☐ No | ☐ Partially | ☐ Unclear |
| --- | --- | --- | --- |

**Analysis of needs**

Fill in initial thoughts on your project and how thorough the needs and resources assessment should be for the project.

| Who would benefit from learning about your process? |  |
| --- | --- |
| How widely does this information need to be shared to have the greatest impact i.e. inside or outside the organization.? |  |

**Tool Selection**

Follow links to full tool description before selecting tools.

| Select | Tool | Utility | Resource Commitment | Person Responsible | People/Teams that needs to be involved | Considerations for Evaluation |
| --- | --- | --- | --- | --- | --- | --- |
| ☐ | [RE-AIM](#bookmark=id.5snuidmipnys) | Assess interventions' translatability and public health impact. | Time Heavy  Personnel Medium  Funding Heavy |  |  |  |
| ☐ | [NoMad](#bookmark=id.qou34vhaifva) | Assesses the extent that an intervention has been routinely embedded into an organization’s practice. | Time Light  Personnel Light  Funding Light |  |  |  |

**Phase 4 Evaluation**

| Phase 3 | How many people on the team are aware of the work tied to the step? | What changes, if any, should we make to our process? | What tools were used in this step? | What was your experience with this tool?  *(What changes did you need to make? Did you find it useful or not, why?*  *To what extent did the tool support the step?)* | Which team member implemented the tool? |
| --- | --- | --- | --- | --- | --- |
| Learning from Experience |  |  |  |  |  |
|  |  |  |
| General Question: Was the implementation support team Supportive? How did they support your team? | |  | | | |

Tool Appendices

**CFIR**

The Consolidated Framework for Implementation Research (CFIR) provides a comprehensive overview for assessing contextual factors that influence implementation of effective interventions. CFIR has been used to guide systematic evaluation of potential implementation barriers, and it can be used to help implementation teams develop tailored implementation strategies. ​CFIR includes 39 constructs organized into five domains: intervention characteristics, outer setting, inner setting, characteristics of individuals, and process.

**Who should use CFIR?**A screenshot of a computer screen

AI-generated content may be incorrect.

Teams that have identified potential barriers or facilitators in earlier assessments may have large impacts on the interventions they are trying to implement.

**How does the tool help with Implementation?**

Within the second phase of the QIF, implementation teams will focus on developing their implementation plan, guided by walking through the questions of the Model for Implementation. CFIR, and associated data collection tools, provides a framework to gather insights into implementation factors (i.e., barriers and facilitators) that they can then develop strategies or approaches to address. Teams could use the pCAT to collect information about factors at a high level, or they could adapt the CFIR interview guide to conduct qualitative data collection with multiple stakeholders to achieve a deeper understanding of the implementation context. ​

**Resources Recommended:**

**Time:**  To fully engage 39 constructs that make up CFIR, the team will need to spend considerable time working with the tool. These constructs can inform a conversation around barrier, facilitators, and potential adaptations to the interventions. **Time Heavy Resource.**

**People:** The more people who assess the implementation context, the more useful the CFIR will be for the team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the review. **Funding Medium Resource.**

* [CFIR Tool](https://docs.google.com/presentation/d/1zDIptVU63qEvRoCFH8MrMgLeMaZxsvZp/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true) -Slide deck that includes an introduction to CFIR, information on each construct, and examples of how teams can apply these constructs.
* [CFIR - Official Website](https://cfirguide.org/) - Detailed information about CFIR and the full list of constructs.

**Data Needs Questionnaire**

This questionnaire is designed to help implementation teams begin to articulate the kind of data they need to support their interventions. With this tool, implementation teams can describe their outcomes, the affected population, how the data will be collected, how the data will be used after collection, and how to evaluate the efficacy of the data collection process. Data should be the basis of an implementation project. Much of the organization of the project will be on collecting, analyzing, and responding to data. It is important to think critically about the type of data the implementation team needs to best support your work. In particular, this questionnaire allows for better communication between the implementation team and the data management team at the site of collection.​A screenshot of a questionnaire

AI-generated content may be incorrect.

**Who should use Data Needs Questionnaire?**

The full Data Questionnaire should be completed by teams that are collecting data about and as part of the interventions they are implementing. The questionnaire is designed to help teams start brainstorming their data needs to aid them when talking to the data management team.

**How does the tool help with Implementation?**

Most implementation projects involve a large set of data. Having a plan for how to collect, organize, and distribute all levels of data is crucial for team that are developing their initial implementation plan.

**Resources Recommended:**

**Time:** The time it takes teams to fill out the questionnaire will depend on how much data will be generated during the lifecycle of the project and whether the team has already thought through the data collection process. **Time Medium Resource.**

**People:**The Data Needs Questionnaire should be filled out by the full planning team in collaboration with the team's data support team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to use the questionnaire. **Funding Medium Resource.**

* [Data Needs Questionnaire Slides](https://docs.google.com/presentation/d/1K0wf-YfVxJAaawMnXhV4lq1EWn2JycYT/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)- Slide deck with Data Needs Questionnaire coversheet and slides with each type of questions that the implementation team needs to consider.
* [Data Needs Questionnaire](https://docs.google.com/document/d/1LFiixKLyP9hvsq2k7Cahm3coV3yaiww-/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true) - Full Data Collection Questionnaire with information on how to fill in the questions along with questions on outcomes, population, data collection, data usage, and evaluation.

**Data Literacy Training**

Improvement projects should be based on evidence, which means that all members of the improvement team must understand what data they need to collect, where and how to collect that data, and how to interpret the data they have found. This training serves as an introduction to the ongoing conversation between an improvement team and a data management support team. ​

**Who should use the Data Literacy Training?**A diagram of a diagram of a company

AI-generated content may be incorrect.

This data training focuses on Enterprise Data and is useful for teams whose interventions involve collecting and monitoring EHR data.

**How does the tool help with Implementation?**

The training covers data ecosystems, how data is created, how data is utilized, and how to compose a data request.  ​It provides context for teams working with the Enterprise Data Guide and the Data Discovery Questionnaire that teams will work through during Phase 2as they create an implementation plan.

**Resources Recommended:**

**Time:** The Training is designed to be 50 minutes and can be watched as a live training or recorded.   **Time Light Resource.**

**People:** In teams working with EHR data, most of the team members who would be interacting with data either in its collection, management, or analysis should take this training. **Personnel Medium Resource.**

**Funding:** Personnel time is the only funding resource needed.  **Funding Light Resource.**

* [Data Literacy Training](https://docs.google.com/presentation/d/1pb1dtutb7NN8kk_YlyT-wYD57_RIqhZj/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck with introduction to the train along with the slides that would accompany a training session.

**Enterprise Data Guide**

This guide introduces implementation teams to the enterprise data landscape at CCHMC (but can also be broadly applied to other systems). This guide introduces enterprise reporting, the difference between data source systems and reporting tools, location of available enterprise reports, information on self-service reporting tools, and what the team should do for complex data reports that are not available in enterprise report catalogs or self-service reporting tools.​

**Who should use Enterprise Date Guide?**A close-up of a data guide

AI-generated content may be incorrect.

The Enterprise Data Guide will allow implementation teams to identify where to get started exploring, discovering, and consuming enterprise data, along with more resources to locate more training on these topics. This overview is important as team will need to operate within the data systems when working with the evidence associated with their implementation project.

**How does the tool help with Implementation?**

The Enterprise Data Guide helps support developing an implementation plan. This tool is designed to augment the data questionnaire to provide more details on how the implementation team will intersect with various data tools.​

**Resources Recommended:**

**Time:** This is a tool to help teams start a discussion around how to use data in their implementation project. Teams will need to spend time to work through the guide itself, but most of the time will be in that discussion. **Time Light Resource.**

**People:** This tool is most useful for the planning team to use during the early stages of implementation. **Personnel Light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to use the guide. **Funding Light Resource.**

* [Enterprise Date Guide Coversheet](https://docs.google.com/presentation/d/1BbH_VIL167d_nwOg9kXa4FXgzVsfZGNR/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Coversheet with information on the purpose, the description, and application to the QIF.

* [Enterprise Data guide for HSII Implementation QIF Initiative](https://docs.google.com/document/d/1v_AS2Bu17wv-84UmTZMRys9ddknDRjvt/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Full enterprise data guide that describes the many data tools that teams can utilize to gather and consume enterprise data.

**Evidence Request Form**

The Evidence Request Form is used to formulate a structured query of biomedical literature to identify the current state of knowledge or best practice for implementation. The content included in the evidence request form will enrich and focus the resulting query, rendering the found research far more useful to the implementation team at project’s outset.​

**Who should use Evidence Request Form?**A close-up of a questionnaire

AI-generated content may be incorrect.

The Evidence Request Form is useful for any team trying to identify a clinical question to support their work. The evidence requested can help teams working on broad changes or the evidence can be narrow to answer a specific question that may arise as part of the implementation process.

**How does the tool help with Implementation?**

Properly structuring a literature search will help teams identify biomedical knowledge and/or best practices that may not be complete integrated into healthcare delivery systems. Interventions that would benefit from the application of a quality implementation framework. ​

**Resources Recommended:**

**Time:**Filling out the request form is a quick process. However, depending on the research question, reviewing the results that the Evidence-Based Decision-Making team provides could be time intensive. **Time Medium Resource.**

**People: The** people involved with this tool depends on what evidence the team is looking to gather and how it relates to the work. If the research requested is integral to the full process, the full team would need to review the findings. **Personnel Medium Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding Medium Resource.**

* [Evidence Request Form](https://docs.google.com/presentation/d/1x61y8I7RmDlsT5V8svzSg1JlRFM0BKMX/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Evidence Request form from EBDM Team. Send form to AC4U@cchmc.org.

* [Evidence Request Form Tool](https://cchmc.sharepoint.com/:p:/s/PCORIHSIISubmission/EQeWPlXjBddBu5LIUJ_UmYwBJBbahHjydPaq1Zj7TMD6lQ?e=rHgQAS)

Slide deck with cover sheet explaining the purpose, how to use the tool, and its role in the QIF, along with an annotated version of the Evidence Request Form

**Fidelity Checklist**

The Fidelity Checklist is an assessment tool used to determine the extent to which the intervention was implemented with Fidelity. The slides associated with this tool include step-by-step directions for developing a fidelity checklist relevant to your intervention. This tool also includes examples of existing fidelity checklists, and some information for how you might begin to interpret your fidelity data. ​

**Who should use Fidelity Checklist?**A purple and white diagram

AI-generated content may be incorrect.

Any team new to working on implementation projects would find value in creating and completing a Fidelity Checklist to assess their project. The more complicated the implementation process is, the more useful developing a formal checklist becomes.

**How does the tool help with Implementation?**

Results from a fidelity checklist are useful at multiple points along the QIF. During the second phase, fidelity assessments can help operationalize how the intervention should be delivered, thus informing the implementation plan. Fidelity assessment results can also be helpful in the third QIF phase, as implementation teams can use the data to guide ongoing learning and opportunities for coaching or additional training. Finally, fidelity is a key implementation outcome and informs the summative evaluation of an implementation effort in the final stage of the QIF. One strength of a developed fidelity assessment is that it provides teams with a standardized way to gather fidelity data. Unfortunately, there may not be an existing, validated fidelity checklist for every intervention being implemented. Another weakness of fidelity checklists is that they do not always capture the nuance and/or context of an implementation setting. ​

**Resources Recommended:**

**Time:**The time it will take teams to create and use a Fidelity Checklist will depend on the complexity of the implementation process and the outcomes they hope to measure. **Time Medium Resource.**

**People:** The core implementation team will be primarily in charge of working on Fidelity Checklist. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the review. **Funding Medium Resource.**

* [Fidelity Checklist](https://docs.google.com/presentation/d/1MdzUhV7qTf0Ikwgb6SCv4Fsxd9X-n7su/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

The tool is a slide deck with an introduction slide, directions for developing a checklist, and details on how to interpret fidelity data.

**Formative Evaluation**

This formative evaluation training package guides the implementation support team in completing formative evaluation using mixed methods for internal learning of the implementation process. Formative evaluation gathers and analyzes feedback during the implementation process. The goal is to enable teams to know what changes to make on the project while they are still implementing it.

**Who should use Formative Evaluation?**A questionnaire with text on it

AI-generated content may be incorrect.

Any team that is working on an implementation project should develop standards used to evaluate their progress during the implementation process. Teams with complex structures or untested interventions would benefit from working through the full Formative Evaluation training to design a complex multi-stage evaluation process.

**How does the tool help with Implementation?**

The training provides a base line for the kind of summative evaluation questions teams should be asking. Formative evaluation needs to be accounted for during Phase three as part of the Process evaluation step. ​The use of the formative evaluation tools should be used during the entire implementation process.

**Resources Recommended:**

**Time:** Using the Formative Evaluation training to design and implement a full evaluation process for the team's implementation process can be time intensive depending on the needs of the team. **Time Heavy Resource.**

**People:**Most of the implementation planning team should be involved in developing the evaluation process with input from those directly working with the interventions.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to create and implement the evaluation process. **Funding Heavy Resource.**

* [Formative Evaluation Training](https://docs.google.com/presentation/d/1cZapiH_fVDd8yJQT4lxmzvsiGxHE8Sc8/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Full Slide deck with description of training along with slides that cover qualitative, quantitative, and mix-methods data collection along with how to select the appropriate method.

**FRAME**

FRAME is a flexible and practical framework that allows teams to document modifications they make to any Evidence Based Intervention as they implement the intervention in their specific context(s). Through 7 modules, teams can use FRAME to describe the EBP and its modification, identify the categories of change, describe the reasons why modifications were made, how the modifications were decided upon and implemented, and the extent of the modification.

**Who should use FRAME?**A screenshot of a document

AI-generated content may be incorrect.

FRAME is particular useful for teams that are working with multiple interventions at once that need to be modified to fit their particular context.

**How does the tool help with Implementation?**

FRAME helps teams track when, why and how an intervention has been modified. This process helps implementation research and practitioners understand how adaptations contribute to outcomes and whether refinements to the intervention may support the implementation process. FRAME is specifically useful after filling out the Hexagon tool which will inform the team on what adaptations they should amke.

**Resources Recommended:**

**Time:**Using this tool to comprehensively track the changes is time intensive. **Time Heavy Resource.**

**People:**This work will mostly be done by the central implementation team with input and feedback from all partners working on the intervention.   **Personnel Medium Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding Medium Resource.**

* [FRAME Tool](https://docs.google.com/presentation/d/1LP-uG38JxttL-edG7WWzrYBK-mHFWiBk/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slides for each module of FRAME to fully capture the timing, nature, goals, reasons for, and impact of adaptions.

**Gemba Observation**

The Gemba template is a procedure to facilitate the observation and documentation of the current state of a process or workflow. Gemba observations involve observing, asking questions, and interacting with the people responsible for implementing the process or procedure and completing the task.

**Who should use Gemba Observations?**A close-up of a form

AI-generated content may be incorrect.

Gemba observations are great tools for teams that are incorporating new interventions into established workflows. The tool is especially helpful when the context at individual sites is complex, and teams need details on how sites are currently operating.

**How does the tool help with Implementation?**

The Gemba observation allows teams to gather information on the organization's current state that will enable them to adapt proposed interventions to best meet current workflows. In addition, the process of observing and obtaining feedback directly from the staff who will be doing the intervention is a great way to build buy-in from the front-line staff who will be directly involved with the implementation of the intervention.

**Resources Recommended:**

**Time:**The time involved with this tool depends on the process and about of sites the team is observing. Each observation can take an hour with more time set aside to ask questions of the team.  **Time Medium Resource.**

**People:**Multiple people from the implementation team should take part in the observation itself to provide multiple perspectives. After the observation, the entire team should discuss the findings and their impact on the implementation process.  **Personnel Medium Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding Medium Resource.**

* [Gemba Observation Tool](https://docs.google.com/presentation/d/1C4u45BJtOIKc4lA_QWtclEUvYTDBTk5K/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide desk describing the Gemba Observation as well as a copy of the Gemba form.

**Health Equity Implementation Framework**

The HEIF was developed by adapting the Integrated Promoting Action on Research Implementation in Health Services (i-PARIHS) framework to incorporate three additional health equity domains: (1) culturally relevant factors of recipients (e.g., implicit bias, SES, race/ethnicity, language, health literacy, trust in providers); (2) patient-provider interactions; and (3) social determinants of health or societal context (e.g., economy, physical structures, sociopolitical factors). The framework can be used by implementation teams to assess potential barriers and facilitators to implementation, develop tailored implementation strategies that account for and address inequities, and guide evaluation of the implementation process through an equity lens. ​

**Who should use HEIF?**A diagram of a equity implementation framework

AI-generated content may be incorrect.

Teams should be approaching their interventions while being mindful of equity. Even for projects that are not immediately focused on equitable outcomes, teams should take time to consider their interventions through this framework.

**How does the tool help with Implementation?**

The HEIF can be used in conjunction with CFIR to identify barriers and facilitators to implementation in the initial phases of the QIF. Implementation teams might consider referencing the HEIF as they determine relevant implementation determinants (e.g., factors, barriers, facilitators) or as they develop an implementation mechanistic logic model. Strengths of the HEIF include providing a framework that explicitly addresses health equity in implementation, and building on an established IS framework. The HEIF has limited empirical testing and therefore may not capture all relevant equity factors in certain settings, but it offers an important frame for understanding barriers to implementation from an equity lens. ​

**Resources Recommended:**

**Time:**Teams should take time to think through the HEIF and use it to inform a nuanced discussion on implementation determinants. **Time Medium Resource.**

**People:** The more people who assess the implementation determinants, the more useful the HEIF will be for the team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the review. **Funding Medium Resource.**

* [HEIF Tool](https://docs.google.com/presentation/d/13cGwVgYW2YSFLBtPA30TQb50JvDvUhgf/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide Desk introducing the Health Equity Implementation Framework.

**Hexagon Tool**

The Hexagon tool is a self-assessment tool encompassing six dimensions of how an intervention can fit to the context of an innovation or intervention, including evidence, resources and support, usability, need, fit, and capacity. The tool adapted from the National Implementation Research Network, is designed to help facilitate discussion between the development team and key stakeholders of an implementation project and allow the group to rate their teams' capacity in each dimension.

**Who should use the hexagon tool?**A diagram of a tool

AI-generated content may be incorrect.

Teams looking to assess a new or existing program that is being used in a different context. The tool is meant to be used in collaboration with main planning team along with broader collaborators to incorporate diverse perspectives.

**How does the tool help with Implementation?**

The Hexagon tool allows teams to assess the fit of a program to an implementation context. Through conversations facilitated by the hexagon tools, teams can assess their project through the first three steps of the QIF: needs and resources assessment, fit assessment, and capacity/readiness assessment.

**Resources Recommended:**

**Time:**The Hexagon Tool is a comprehensive assessment contextual assessment tool. To get the most benefit out for the tool, every major stakeholder should meet, discuss and fill out the form together. The planning team would need to find, analyze and share relevant data. Time**heavy Resource.**

**People:**The full benefit of the Hexagon Tool is when stakeholders from across the problem come together to fill out the tool. Ideal all aspects and sites of the project would have a representative in addition to the planning team. **Personnel Heavy Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding Medium Resource.**

* [Hexagon Tool Template](https://docs.google.com/presentation/d/1FZlfoiXqvD-vvOzc0C9QSsoXPxODMzL0/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

The full hexagon tool adapted to the needs of Cincinnati Children's Hospital. The first page is the QIF toolkit coversheet, which outlines the Goal/Purpose, Description, QIF Application, and Sources. The template includes instructions along with the form itself that teams can fill in while they discuss each component.

**Implementation Climate Scale**

Implementation teams can use the Implementation Climate Scale (ICS) to evaluate the degree to which their own organizational climate supports implementation of evidence-based practices, processes, and interventions. By better understanding their own context, the team can better modify their implementation efforts for success within their organization.

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AI-generated content may be incorrect.

**Who should use the Implementation Climate Scale?**

The ICS should be used by teams beginning the implementation process. The ICS is particularly helpful if the proposed intervention completely changes the way sites complete their work.

**How does the tool help with Implementation?**

The ICS is a tool to assess climate in preparation for capacity building in Step 6 of the QIF. Knowing how supportive a climate is of the implement process will help the team identify how much effort they will need to put into their building their capacity and what components of the organization they should concentrate their efforts.

**Resources Recommended:**

**Time:** While the scale should be administered widely throughout the team, it is quickly filled out and should take minimal time for the implementation team to administer. **Time light Resource.**

**People:** Ideally, all or a large percentage of the team working on implementing an intervention should take the ICS, but it can be administered by one or two people on the planning team. **Personnel light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Light Resource.**

* [Implementation Climate Scale Tool](https://docs.google.com/presentation/d/1-ulNNiOG0KoFIBIS3JZH53pFXFHgh73b/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck describing the ICS, including descriptions, instructions, and the scale itself.

* [Implementation Climate Scale](https://docs.google.com/document/d/1GD1BEFyuW4cbJ6te5tkPkDSMMT--ZnCU/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Full ICS with instructions and questions. Teams can use this file to fill out the ILS as a physical document.

**Implementation Coaching Support Training**

Implementation Support Coaches will be providing ongoing guidance and technical assistance to Implementation Teams. This training is intended to introduce coaches to their role and provide information on a process for facilitating coaching interactions, as well as share information on how to be a good coach. he training will provide an overview of the Implementation Support Coach role before moving into the second section, where participants will review a structured approach for providing ongoing implementation support and coaching to facility-based implementation teams. Finally, participants will review material in the third section, focused on capacities and capabilities of a successful coach. ​

**Who should use Coaching Support Training?**A diagram of a coach

AI-generated content may be incorrect.

The coaching support training is specifically for the implementation support team that will be working with implementation teams. Most teams working on full implementation projects would benefit from working with a coach. This training while for the coaches would give the teams a sense of what it is like to work with an implementation coach.

**How does the tool help with Implementation?**

In Phase 3 of the QIF, Implementation Teams will receive ongoing coaching and technical assistance support throughout an implementation project. This training is intended to build capacity around coaching T/TA for Implementation Support Coaches, who will offer ongoing TA to multiple facility-based implementation teams.

**Resources Recommended:**

**Time:** The training will take between an hour and ninety minutes. **Time Light Resource.**

**People:**The training is specifically designed for the support coaches, but the planning team should be aware of the content. **Personnel Light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to take the training. **Funding Light Resource.**

* [Implementation Coach Support Training Slides](https://cchmc.sharepoint.com/:p:/s/PCORIHSIISubmission/EXzT_YyKyCdIoyo1BlsmFD0BTVOA8RmnMnydx4n-gZdyqQ?e=MIDtBs)

Introduction and full slide for the Coach support training.

* [Implementation Coach support Training Recording Module 1](https://drive.google.com/file/d/1bNtXY1oLCl_Kh9AO9qO5iDhrCOmabu92/view?usp=drive_link)
* [Implementation Coach Support Training Recording Module 2](https://drive.google.com/file/d/1JKhht6ztWdb9mMzOM0e7clFYgnOAGj8S/view?usp=drive_link)

**Implementation Competencies Self-Assessment**

The Implementation Team Competencies Self-Assessment provides an opportunity for implementation team members to identify areas of strength and areas for learning and further development with respect to competencies critical to successful implementation. ​The team can use the assessment to review their own skills and knowledge, and how that would related to several key steps in the implementation process. A blue and white survey form

AI-generated content may be incorrect.

**Who should use Self-Assessment?**

This tool is helpful for teams are new to implementation projects or have not worked together on implementation projects.

**How does the tool help with Implementation?**

This tool will help members of the implementation team identify their strengths and areas for learning with respect to competencies critical to successful implementation. It can also inform capacity building efforts to strengthen implementation teams. ​

**Resources Recommended:**

**Time:**   The assessment is designed to be a quick assessment, that should take each person under a half an hour to completely fill out.   **Time Light Resource.**

**People:**The self-assessment is most effective when the whole team takes the assessment and information collected to assess needs of the entire team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Medium Resource.**

* [Implementation Competencies Self-Assessment](https://docs.google.com/presentation/d/1SQSSCYaVLeggIlK0grhfxUtn_9dyzQtR/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck that includes a title slide describing the tool, instructions on how to use the tool, and the tool itself.

**Implementation Leadership Scale**

The ILS is a leadership assessment tool created and hosted by The Leadership and Organizational Change for Implementation (LOCI). The ILS seeks to capture leadership behaviors that support the implementation of evidence-based practices, processes, and interventions. The goal is to help implementation teams identify and assess specific leadership behaviors that impact the implementation process. ​

A screenshot of a computer program

AI-generated content may be incorrect.

**Who should use the Implementation Leadership Scale?**

The ILS should be used by teams beginning the implementation process. The ILS is specifically designed for teams with a team lead or a leadership group that can be evaluated either by themselves or by their teams. The larger the team and more complex the leadership structure, the more useful the ILS can be in capturing strengths and weaknesses if used to assess various levels of leadership. The ILS is a good tool to gain more information if earlier assessments found leadership to be an issue.

**How does the tool help with Implementation?**

The ILS is a tool to assess leadership in preparation for capacity building in step 6 of the QIF. Identifying leadership strengths aids in obtaining buy-in and fostering a supportive climate.  ​

**Resources Recommended:**

**Time:** While the scale should be administered widely throughout the team, it is quickly filled out and should take minimal time for the implementation team to administer. **Time light Resource.**

**People:** Ideally, all or a large percentage of the team working on implementing an intervention should take the ILS, but it can be administered by one or two people on the planning team. **Personnel light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Light Resource.**

* [Implementation Leadership Scale Tool](https://docs.google.com/presentation/d/1focc5ualYihUqAT_98XfadxYZCCg6DLR/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide desk introducing the Implementation Leadership Scale. Includes Introduction, instructions and the scale itself.

* [Implementation Leadership Scale](https://docs.google.com/document/d/1cQAZA1-7oO07c9I2GY1Q_mIVopwMOUM2/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Full ILS with instructions and questions. Teams can use this file to fill out the ILS as a physical document.

**Implementation Logic Model**

The Implementation Logic Model (ILM) is a semi-structured tool that aids implementation researchers and practitioners in the planning and execution of implementation projects. The ILM serves as a conceptual model that links the core elements of the implementation project: implementation barriers, strategies, mechanisms, and outcomes. In doing so, the ILM brings together foundational models and frameworks from implementation science into a theory of change and action.

A diagram of a logic model

AI-generated content may be incorrect.

**Who should use Implementation Logic Model?**

The ILM is important to any team that is making broad use of the implementation toolkit. It provides a framework to specify the conceptual linkages between core elements of implementation projects (e.g., barriers, strategies, mechanisms, and outcomes), serving as a “roadmap” for how the project is to be carried out. That linkage is important to any team carrying out a full implementation project using the toolkit.

**How does the tool help with Implementation?**

This tool is useful for step 10 of the QIF when teams are developing an implementation plan. During this step, Implementation team outlines the specific tasks and timeline for the implementation project and proactively addresses anticipated challenges. The ILM can serve as a roadmap to organize both thinking and action, describing how the project will be carried out and how it will be evaluated. Implementation teams should work with their implementation coach to fill in the columns of the ILM.​

**Resources Recommended:**

**Time:** The ILM is a brainstorming tool. Where teams are at in their planning process will dictate how much time it will take them to fill out the ILM. Teams that have already thought through potential barriers and strategies will take less time to fill in the ILM than teams where the tool is used as a way to discuss these issues for the first time. **Time Medium Resource.**

**People:** Ideally the whole implementation planning team will fill out the ILM together.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the logic model. **Funding Medium Resource.**

* [Implementation Logic Model Tool](https://docs.google.com/presentation/d/1QvFI5v1PB4FoOlQw_zj1Kd7AVufs-VE9/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck with cover sheet describing the tool and its purpose within the QIF, an instruction page, and the logic model itself.

**Implementation Team Roles**

The Implementation Team Role tool describes key members of the “implementation delivery system,” including frontline staff who will implement the evidence-based practice, process, or innovation and the people who will lead and support them. The tool will help implementation teams identify the people who can fulfill these roles and determine if additional implementation support is needed. ​

**Who should use Implementation Team Roles.**A close-up of a form

AI-generated content may be incorrect.

Every team working on an implementation project, should account for each of the roles and responsibilities outlined in the tool. Whether the team needs spend time officially outline every team member's role depends on the formality of the team structure at individual sites. The more complex the structure, the more important it is to have everyone's role outlined in detail.

**How does the tool help with Implementation?**

The Implementation Team Role tool is used in QIF phase 2 (Creating a structure for implementation) step 9: Creating implementation teams. During this step, the implementation team determines 1) who will have organizational responsibility for implementation; 2) who will implement the innovation; 3) who will serve as the support team for frontline staff implementing the innovation; and 4) the roles, processes, and responsibilities of each team member. This tool will also help teams identify if additional implementation support would be helpful. The Implementation Team Role tool can be used in conjunction with the Interactive Systems Framework, Staffing Plan, and Implementation Team Competencies Self-Assessment tools. ​

**Resources Recommended:**

**Time:** The time it takes to use this tool largely depends on the level of detail teams supply about roles and responsibilities and how many people are working on the project. Most of this work should be done regardless of  whether the team is using the tool to document the process.   **Time Medium Resource.**

**People:** Ideally, most of the people's whose role and responsibilities are outlined should be part of the discussion and planning process. They will also use the tool to begin to organize their work. **Personnel Medium Resource.**

**Funding:** Personnel time is the only funding resource needed.  **Funding Light Resource.**

* [Implementation Team Roles Tool](https://docs.google.com/presentation/d/1x9G-Q-TwF9h4XW86en0ks1ulfcZ6F3MQ/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck that describes how teams should think about the roles and responsibilities that they need to fill and how to assign the best team member for those roles.

**Implementation Work Breakdown Structure**

The Implementation WBS is the roadmap for the implementation process. The team can use breakdown processes and tasks into manageable components. The Implementation WBS allows the implementation team to brainstorm who would be responsible for each tasks, and to estimate how many hours the team would need to successfully accomplish each task.  ​

**Who should use Work Breakdown Structure?**A close-up of a spreadsheet

AI-generated content may be incorrect.

Every team should have a project plan. WBS in combination with the RASCI is valuable for it fully capture all of the work that needs to be done throughout the implementation process and allows teams to assign specific tasks across their implementation team(s). If a team is not undergoing a thorough implementation process and is already using another project planning tool, they may not need to fill out the complete WBS.

**How does the tool help with Implementation?**

The Implementation Work Breakdown Structure is used in the last step of Phase 2 to start the implementation plan. The tool is a flexible template for the team to outline each action and process that they need to take to implement their improvement project.

**Resources Recommended:**

**Time:** This tool will likely be the focus of much of the planning process in Phase 2 of the implementation process. Detailing the specific task the team wishes to accomplish will take considerable time. **Time Heavy Resource.**

**People:** At least the full planning team needs to be involved in this process. Likely the team will also want to consult with various stakeholders, especially if they will be assigned tasks in the WBS.  **Personnel Heavy Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the WBS. **Funding Heavy Resource.**

* [Work Breakdown Structure](https://docs.google.com/presentation/d/17uSoRJKw9yPpqnaOXb4mXFR_OzRr9j_k/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck that describes the tool, its purpose and application to the QIF along with different views of the spreadsheet with annotations that describe how to fill in the worksheets.

* [Work Breakdown Structure Worksheets](https://docs.google.com/spreadsheets/d/18LOvAm1woy3MTsBr5ERivopXt1dYFrl8/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

The actual template that teams can fill out describing the tasks, the person responsible, and the estimate time each task will take to complete.

**Interactive Systems Framework**

The Interactive Systems Framework describes how the work of an implementation project can be structured to ensure that there are adequate resources allocated for the delivery, support and communication of the interventions. Each component is a system in of itself and the ISF describes how these systems should interact during the implementation project.

**Who should use Interactive Systems Framework?**A diagram of a system

AI-generated content may be incorrect.

All teams working on an implementation project should be aware of the ISF and assign roles accounting for all three of the systems. How formally the teams need to adopt the ISF depends on how complex the project is and how many teams are collaborating. The more complicated the structure, the more useful the ISF will be to teams.

**How does the tool help with Implementation?**

The Interactive Systems Framework allows for organizations to determine the infrastructure that is needed to adapt, support and deliver the implementation and to identify gaps in motivation and capabilities that need to be addressed before implementation begins. The ISF model can be used by implementation coaches as a guide for discussions to drive implementation planning, implementation team development, leadership engagement and capacity building. ​

**Resources Recommended:**

**Time:** The tool itself does not take much time to learn and begin to set up. However, the framework will influence most of the work being done to implement an intervention for the teams that formally adopt the ISF.  **Time Medium Resource.**

**People:** The tool will give structure to most of the people working on an intervention project.  **Personnel Medium Resource.**

**Funding:**The people working on the project is the only cost of the tool. The tool influences the type of work being done, but not necessarily the cost of doing that work. **Funding Light Resource.**

* [Interactive Systems Framework](https://docs.google.com/presentation/d/1VCA8ImicawYATDIMKGeeMYXPOunm-tZy/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Description of the tool along with its purpose and how it applies to the QIF. The tool itself is a diagram that is further explained by cited research article.

**Introduction to Implementation Science Training**

In this training, participants will first receive a high-level overview of what implementation is, why we care about it within a clinical setting, and what the key factors are for achieving successful program or clinical outcomes – including successful implementation.

The training will briefly describe implementation science as a field and introduce a systematic way to approach implementation activities – the Model for Implementation – which is covered in greater detail within this toolkit.

Training materials will review the toolkit as a whole, including a description of the Quality Implementation Framework – which was used to guide toolkit organization – and offer insights into how to use the toolkit. Finally, this training includes information about the roles and responsibilities of various individuals who support implementation efforts.

**Who should use the Implementation Science Training?**A diagram of a process

AI-generated content may be incorrect.

Any team that is working on an implementation project should have an introduction to the basic tenants of Implementation Science presented in this training. Specifically, if team members are new to implementation science, they should go through the training. If team members have already worked on implementation science projects, they can take a more advanced version of this training.

**How does the tool help with Implementation?**

This training provides an overview and introduction intended to guide the use of the HSII toolkit. As such, this training should be completed at the beginning of an implementation effort, prior to using any individual tools or resources.

**Resources Recommended:**

**Time:** The training itself is designed to be between an hour and an hour and a half.  **Time Light Resource.**

**People:**Most people working on an implementation project will need to undergo this training at the beginning of the implementation process.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to attend the training. **Funding Light Resource.**

* [Implementation Science Introduction Slide Deck](https://docs.google.com/presentation/d/1QBuT-NRjXUz-jv5AncZPxaGnPAUltjm_/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Slides for the Introduction to Implementation Science training. The slides include an overview of the training along with its purpose and the actual slides that would be used during the training.

**Leadership Training**

This power point presentation describes two leadership models that support successful implementation processes in organizations. The first is “full range leadership model” that is a general leadership theory that examines the behaviors of leaders in different work situations and the decisions they make. It distinguishes between “laissez-faire”, “transactional” and “transformational” leadership models.

The second theory is the theory of adaptive leadership, which describes a range of behaviors that leaders display to drive complex change in their organizations. This presentation is intended to be used as a stimulus for discussion after an implementation leadership assessment has been completed.  ​A purple and white card with text

AI-generated content may be incorrect.

A diagram of a leadership model

AI-generated content may be incorrect.

**Who should use Leadership Training?**

Most teams would benefit from some sort of leadership training. The strength of this training is for teams that are in need of multiple layers of leadership and leaders that need to organize complicated implementation structures.

**How does the tool help with Implementation?**

Building capacity of the organization and the workforce is a key activity in QIF Phase 2. One critical component is leadership capacity. Understanding the attitudes of leaders in an organization and their leadership styles allows an implementation support team to both assess the potential barriers to implementation and to plan strategies to build capacities in advance of the implementation itself. This presentation, along with the implementation leadership and implementation climate assessments, will provide the necessary information for strengthening the leadership support for implementation.

**Resources Recommended:**

**Time:**  The training itself is designed to take between an hour and an hour and a half. To fully implement the lesson learned will require time outside of the training. **Time Light Resource.**

**People:** While useful for project leadership, the training is broad enough to be helpful to anyone in the team leading even small pieces of the implementation process.  **Personnel Medium Resource.**

**Funding:**The cost is the personnel time. **Funding Light Resource.**

* [Leadership Theories Slides](https://docs.google.com/presentation/d/1Dvvf7qtG3bxm5n-LCho2BoCckNgjG8cd/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck for training on Transformation and adaptative leadership.

**Model for Implementation Training**

The Model for Implementation training walks participants through each of the three questions that guide the implementation of an intervention or change solution. From this training, participants will be able to identify relevant implementation outcomes, barriers and facilitators, and strategies to address implementation challenges.​

A white rectangular box with black text

AI-generated content may be incorrect.

**Who should use Model for Implementation Training?**

Most teams will be working with the Model for Implementation during the lifecycle of their implementation project and would benefit from the training along with the tools that intersect with the model.

**How does the tool help with Implementation?**

Developing an Implementation Plan is a key activity in QIF Phase 2, and a grounding in the Model for Implementation provides implementation teams with the necessary information and additional resources to guide conversations around a plan for implementation. For example, it would be helpful to review this training ahead of developing an Implementation Logic Model.

**Resources Recommended:**

**Time:** The training will take between an hour and ninety minutes. **Time Light Resource.**

**People:**Most of the implementation planning team should take the training. **Personnel Light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to take the training. **Funding Light Resource.**

* [Model for Implementation Training](https://docs.google.com/presentation/d/19d8ItjK5v_oaIRrTd79Lp-4WNNsyvMTj/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Description and full slide deck for the training.

**MUSIQ**

The Model for Understanding Success in Quality (MUSIQ) is a survey to help teams identifies 25 contextual factures likely to directly or indirectly influence the successful implementation of a quality improvement project. Contextual factors are considered at multiple levels, including the organizational setting, the environment, the individual and their role in the organization, and the QI/implementation project itself. The survey captures a logic model that outlines how contextual factors affect quality improvement.

**Who should use MUSIQ?**A white rectangular grid with black text

AI-generated content may be incorrect.

MUSIQ is a useful tool for teams trying to gain a better understanding of how their own contextual factors. MUSIQ works best for teams that are working with already established QI projects. If teams are just beginning their QI projects with the implementation, MUSIQ is more useful during Phase 3 of the QIF.

**How does the tool help with Implementation?**

This tool will help teams evaluate their needs, resources, fit and capacity. Knowing this information, they can better adapt their interventions to match their context.

**Resources Recommended:**

**Time:**The survey itself is designed to take 30 minutes to fill out. The team may need to do research about the project and/or organization beforehand to correctly answer the questions. **Time Light Resource.**

**People:**Ideally the whole planning team will take the survey together, but it is possible for the project lead to take the survey with input from the rest of team. **Personnel light Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding light Resource.**

* [MUSIQ Tool](https://docs.google.com/presentation/d/1QwKPJm7v75W-3r9KcLQ7Pc6fTTysBByQ/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

For more information, the full tool describes the survey, how it applies to the QIF, and adds instructions on how to fill out the survey.

* [MUSIQ Survey](https://docs.google.com/document/d/1JOxNwDxwjHiiiWwltd3zhp9zTp0aRBzt/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

The survey along with instructions and definitions. The survey is split into 6 categories.

**NoMad**

NoMad, using the Normalization Process Theory, assesses the extent that an intervention has been routinely embedded into an organization’s practice. The measure captures how the work involved in an intervention must be understood, acted upon, and monitored by various stakeholders involved in the intervention. ​NoMad includes four sets of questions that line up with the four components of the Normalization Process Theory.​

* Coherence (C1) – What is the intervention?​
* Participation (C2) – Who does the work of the intervention​
* Action (C3) – How does the intervention get done? ​
* Monitoring (C4) – reflecting on why the intervention was carried out in a particular way. ​

**Who should use NoMad?**A screenshot of a survey

AI-generated content may be incorrect.

The NoMAD helps teams measure how integrated an intervention is into organizational practice, helping the team understand how that the intervention might be sustained beyond the initial implementation

**How does the tool help with Implementation?**

For the QIF, the NoMAD should be administered during phase 4 as teams are assessing the implementation process, though the information informs the sustainability of the intervention beyond the scope of the QIF. ​The NoMAD can be paired with the PSAT to provide more details on how the intervention is functioning within an organization to gain a full view on the extent to which an intervention may be sustained and the factors that impact sustainability. ​

**Resources Recommended:**

**Time:** Filling out NoMad questionnaire itself should not take the implementation teams long, but they will need to set time aside tor review and analyzing their findings**.** **Time Light Resource.**

**People:** The core implementation team will be primarily in charge of working on the NoMad. **Personnel Light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the review. **Funding Light Resource.**

* [NoMad Tool](https://docs.google.com/presentation/d/1kVF9k8veOo_LBizPucMPV7tdiQZxjmN6/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide Deck with tool introduction, instructions on how to fill out the survey, and details on each section of questions.

**Organizational Readiness for Implementing Change**

The Organizational Readiness for Implementing Change (ORIC) is a short, theory-based, validated instrument that measures whether an organization’s members are psychologically and behaviorally ready to implement new interventions, programs, or policies.  The 12 item instrument measures change commitment, or the teams shared resolved to implement a change, and change efficacy, their collective capacity to implement that change.

 Shea, C.M., Jacobs, S.R., Esserman, D.A. et al. Organizational readiness for implementing change: a psychometric assessment of a new measure. Implementation Sci 9, 7 (2014). https://doi.org/10.1186/1748-5908-9-7.​A table of progress with text

AI-generated content may be incorrect.

**Who should use ORIC?**

The survey is useful for most teams starting implementation projects. It is specifically useful for teams that maybe newly formed without much baseline information on the climate of that team (or organization as a whole). It would also be beneficial for teams to fill out the survey if the organization has not done recent climate surveys.

**How does the tool help with Implementation?**

Assessing an organization's readiness to implement a change is critical for the early stages of the implementation planning process. The team needs to complete the assessment early in the planning process to know if they need to take additional steps to boost a low ORIC score. For when organizational readiness is high, the team is more likely to initiate change, they will put in more effort and stick with the change strategy for longer.

ORIC is helpful after teams have filled in the Hexagon tool where they are prompted to think about general information on readiness. ORIC should also be taken multiple times throughout the implementation process to check to see if improvements have been made.

**Resources Recommended:**

**Time:**The survey is designed to not be time intensive but to quickly capture the teams' assessment of their organizational readiness.  **Time Light Resource.**

**People:**People from across the team or organization should all take the survey. Either as a group or individually and their results collected and aggregated. **Personnel Medium Resource.**

**Funding:**The major cost of this resource is personnel time. **Funding light Resource.**

* [ORIC Tool](https://docs.google.com/presentation/d/1iJbdjZ8pFA5ebT4mXfOPlmw9DwxQb58v/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

For more information on the tool itself and how to use it. The slide deck includes descriptions, survey questions, and an example.**pCAT**

The Pragmatic Context Assessment tool (pCAT) is a brief data collection instrument to help implementation teams identify barriers and facilitators to implementing changes within their healthcare settings. The tool was designed to be used with frontline healthcare staff and quality improvement or implementation teams, and it was developed as an initial, planning tool to (1) assess local context; (2) prioritize areas that need attention prior to implementation; and (3) inform implementation strategy selection or development. ​

A close-up of a document

AI-generated content may be incorrect.

**Who should use pCAT?**

pCAT is useful for teams trying to gain initial insight to the potential implementation barriers. It does not always capture the complexity of large organizations or projects. This tool is specifically useful for teams with simpler projects or systems or teams that are using pCAT in tandem with other tools to capture a larger picture of the implementation context.

**How does the tool help with Implementation?**

The pCAT supports work an implementation team may do to develop their implementation plan in Phase 2 of the QIF. Specifically, when working through the Model for Implementation, the pCAT can be a useful tool for identifying and prioritizing implementation barriers.

**Resources Recommended:**

**Time:**  The pCAT is designed to be easy to use and should not take teams long to complete the assessment. **Time Light Resource.**

**People:** The more people who assess the implementation context, the more useful the pCAT will be for the team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the assessment. **Funding Medium Resource.**

* [Pragmatic Context Assessment Tool](https://docs.google.com/presentation/d/17tJ_50qVIpKD1rUwYLtKH6XMVTieWNwV/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck with introduction to the tool along with a template with all 16 contextual assessment questions.

**PDSA**

PDSAs are iterative cycles of change that is integral to the Model for Improvement. Through PDSA cycles, implementation teams can turn ideas into action and connect this action to learning. PDSAs are valuable, as iterative testing is less risky, easier to adapt and can inform participants belief in an intervention, which ultimately minimizes resistance to the proposed change.

A screenshot of a computer

AI-generated content may be incorrect.

**Who should use PDSA?**

All teams should use the general PDSA format when designing how to implement their interventions. It is recommended that teams with complex interventions or working within a complex system use the full PDSA worksheets.

**How does the tool help with Implementation?**

PDSAs, as part of the Model for Improvement, play a large role in how the intervention is put into action during Phase 3 of the QIF. These cycles provide much of the structure teams will use when putting an intervention into place. ​

**Resources Recommended:**

**Time:** Fully utilizing the PDSA tools for every intervention is relatively time intensive. **Time Medium Resource.**

**People:**Most of the implementation planning team should be involved in developing PDSA cycles with input from those directly working with the interventions.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill out the PDSA worksheets. **Funding Medium Resource.**

* [PDSA Worksheet](https://docs.google.com/presentation/d/1FIk6PPzByBoXYUQ0sg3hnfmDf3MN_N9S/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide Deck with introduction slide with PDSA worksheet.

**Process Evaluation Questionnaire**

The Process Evaluation Questionnaire assesses the implementation process, identify missed steps, and facilitates and informs discussions about how to improve the process of moving through the four phases of the Quality Implementation Framework (QIF). The questionnaire also provides specific deliverables and markers of success for each QIF phase. The answers to the questions will allow the user to assess if the activities are occurring as expected.

**Who should use Process Evaluation?**A white sheet with black text

AI-generated content may be incorrect.

The Process Evaluation has been integrated into the Tool Selection worksheet following each phase of the QIF. Every team using the worksheet to develop their implementation strategy should evaluate the process with the integrated process evaluation table.

**How does the tool help with Implementation?**

The Process Evaluation Questionnaire enables a feasible, structured process to identify how the implementation process is going, as well as missed steps and/or areas for improvement. Through this evaluation process, the questionnaire enables awareness and accountability at every phase of the QIF.   ​

**Resources Recommended:**

**Time:**   Each tool you use during the QIF step needs to be evaluated. However, this evaluation does not need to be exhaustive, but capturing how the process went and if the tool met the teams need is helpful when trying to ascertain the success of the implementation process while still implementing the intervention.  **Time Light Resource.**

**People:**  Ideally the implementation support team will evaluate each step together, but the lead on each tool could fill in most of the relevant information. **Personnel Light Resource.**

**Funding:** Personnel time is the only funding resource needed. **Funding Light Resource.**

* [Process Evaluation Questionnaire Tool](https://docs.google.com/presentation/d/1-RwRNtOVqERpCUzpI6LuU2_suNlToOD9/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide desk with a description of the tool along with instructions on how to complete the evaluation.

* [Process Evaluation Worksheet](https://docs.google.com/document/d/1YqHn8S20sqnTYL7ZyUodj3HVwq9bRpVn/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Worksheet for teams to use to work through the process evaluation.

**Program Sustainability Assessment Tool**

The PSAT is primarily a sustainability assessment tool with a framework of recommended action items and resources to provide support for addressing issues the assessment highlights.​The PSAT is organized around 8 different domains that can help teams build the capacity to sustain a program: environmental support, funding stability, partnerships, organizational capacity, program evaluation, program adaptation, communication and strategic planning. ​

A screenshot of a computer

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**Who should use Program Sustainability Assessment Tool?**

The sustainability assessment can be used for any team starting a new project or intervention. The tools and resources to address any issues that the assessment finds is more useful for teams with enough institutional support to make organizational changes to ensure that the program can be sustained.

**How does the tool help with Implementation?**

Teams should be thinking about how to sustain their projects throughout the implementation process. As the team builds capacity to do the original implementation, they should also be building capacity for the program to sustain.

**Resources Recommended:**

**Time:**  Taking the assessment to gain insights to your team's capabilities to sustain the project is a fairly quick survey. However, using that survey and the provided tools to build capacities that may be lacking can be time intensive. **Time Medium Resource.**

**People:** The sustainability assessment should be taken by the full implementation team, with feedback from all stakeholders. The work to build upon the assessments' finding depends on the findings, the team, and the goals for the project. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out and respond to its findings. **Funding Medium Resource.**

* [PSAT Tool](https://docs.google.com/presentation/d/1tzfsdHB6I96nc1gEbiQ67EE8dXdNkoYr/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slides with descriptions of all eight domains, with a snapshot of the assessment along with information on next steps and resources to support future work.

* [PSAT Online](https://www.sustaintool.org/psat/)

Site to take the PSAT online. Filling out the assessment online will generate a results page that highlights strengths and weaknesses with the team's sustainability capacity.**Project Charter**

implementation Teams use projects charters as a guiding document that defines a problem, describes the purpose of the project, addresses why the project is important, and lists the expected components that will make up the project. The tool provides rationale and a roadmap for teams just beginning an Implementation project.

The Implementation Project Charter incorporates outcomes for successful implementation, the risks associated with those outcomes, and potential mitigation strategies. This section replaces the original “Project Risks and Mitigation” section. ​The implementation outcome questions are based on Acceptability, Feasibility, Adoption, Fidelity and Penetration. If the implementation outcome is not being achieved, the team can identify factors affecting it (environmental, organizational, provider or recipient related) and potential strategies to mitigate them.A purple and white survey

AI-generated content may be incorrect.

Implementation Project Charter prompts the team to think about how the team members’ expertise will intersect with their function on the team.  This tool is designed to be used with the Implementation Team Role tool.

**Who should use Project Charter?**

Any team starting a project would benefit from filling out a project charter. We recommend all teams using the Implementation Toolkit to fill out the project charter as a part of the preparation stages.

**How does the tool help with Implementation?**

Project charters help teams clearly define their project and what they will need from their organization(s) to make it successful, which helps inform most of the implementation process.

**Resources Recommended:**

**Time:** The project charter itself should not take too much time to fill out. The conversations and planning that must take place before filling out the charter can be time consuming. The charter helps frame these initial conversations that should be happening with any new project. **Time Medium Resource.**

**People:** Most of the project charter will be filled out by the central planning team, however they may need input or commitment from a wide range of stakeholders as they fill in the roles and responsibilities section. **Personnel Light Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Light Resource.**

* [Implementation Science Project Charter Tool](https://docs.google.com/presentation/d/1rXWuCQY9NP8A3JAlftdGBFxrwxkhxQVy/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Description, purpose, and use within the QIF for the Implementation Project Charter tool.

* [Implementation Science Project Charter Template](https://docs.google.com/document/d/12HCDrt19t4GWpBiYyn5C7ItIAxnhoA4H/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

The actual project charter for teams to make a copy and fill out.

**RASCI**

The goal of the RASCI chart is to identify tasks, milestones, timelines, and responsibilities for everyone engaged in a project. The RASCI chart should enable a team to build and assess the overall execution of a project up front to judge its feasibility, then keeping the team accountable as the project is executed

.A close-up of a progress sheet

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**Who should use RASCI?**

RASCI is a useful tool for when there is unclarity around how on an implementation team will complete each task. The tool is specifically helpful for when there is a complex team structure and a need for role clarity.

**How does the tool help with Implementation?**

RASCI helps identify and assign tasks to needed stakeholders and participants. It also builds a structure for the implementation that can be used to guide the full implementation process.

**Resources Recommended:**

**Time:** To be fully successful, planning team needs to spend time tracking out and assigning every milestone and task associated with the project which will considerable time, especially for complex projects. **Time Heavy Resource.**

**People:** The RASCI should at least be filled in by the leadership of the implementation teams, if not the full planning team. Most of those responsible for the implementation will use the RASCI. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Medium Resource.**

* [RASCI Chart Tool](https://docs.google.com/presentation/d/16e4k0DeZSOC3L260XLvsh5iMYPF_3ZLb/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck that explains how to use the RASCI chart and its purpose.

* [RASCI Chart](https://docs.google.com/spreadsheets/d/1G3sVxF3PHELtrZBQyWAkfiqq3PG6hv3z/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

The template that teams can use to fill out the RASCI for their project.

**RE-AIM**

Training that focuses on how to use the RE-AIM framework to evaluate an intervention. Specifically, RE-AIM can be used to assess interventions' translatability and public health impact. Re-AIM specifically evaluates:

* **R**each into the target population
* **E**ffectiveness or efficacy
* **A**doption by target staff, settings, systems and communities
* **I**mplementation – consistency and cost of delivery of intervention
* **M**aintenance/sustainment of intervention effects in individuals and settings over time.

**Who should use RE-AIM?**A close-up of a document

AI-generated content may be incorrect.

All implementation teams would benefit from working through the RE-AIM training. In particular teams working with complicated or untested interventions would benefit from working through the full RE-AIM framework to build a comprehensive evaluation process.

**How does the tool help with Implementation?**

As teams develop their interventions, they should use RE-AIM to develop a summative evaluation plan to assess the validity of the interventions throughout the implementation process. Using a thorough evaluation method like RE-AIM will ensure that the intervention meets the needs of all care centers in real time.

**Resources Recommended:**

**Time:** Using the RE-AIM framework to design and implement a full evaluation process for the team's intervention can be time intensive depending on the needs of the team. **Time Heavy Resource.**

**People:**Most of the implementation planning team should be involved in developing the evaluation process with input from those directly working with the interventions.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to create and implement the evaluation process. **Funding Heavy Resource.**

* [RE-AIM Training](https://docs.google.com/presentation/d/1plQD_J8l46UgJ8ZTUtqBxPoNrkpdGCFN/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck with introduction to the RE-AIM framework along with training slides that describes each component of the framework along with examples.

**Run Charts**

Run charts display data to make process performance visible. The charts include explanations of shifts or trends in data focusing on special causes. Run charts allow teams to learn from data patterns, determine whether changes are leading to improvement, focus attention on changes in the process, and see if gains are sustained.

A graph showing the results of a clinical outcome

AI-generated content may be incorrect.

**Who should use Run Charts?**

Every team working on an implementation project should keep track of their implementation outcomes and run charts are an easy way to collect and display the data so that teams can judge their progress.

**How does the tool help with Implementation?**

Implementation teams will create and monitor data during phase three of the QIF, while they are implementing interventions with PDSA cycles. The charts and analysis will inform phases 4, when teams are learning from the work they have accomplished and beyond as they consider how to scale-up and sustain the interventions.

**Resources Recommended:**

**Time:** Setting up the data collection for run charts can take some time, especially if the team needs to decide on what measures to collect. After creation, the data collection and analysis should be integrated into their normal workflow.  **Time Medium Resource.**

**People:**Most of the implementation planning team should be involved in developing the run chart measures and data collection process with input from those directly working with the interventions.  **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to create and implement the data collection processes **Funding Medium Resource.**

* [Run Charts Description](https://docs.google.com/presentation/d/1xj8T61EsdQbEN6pk6jH0V7zNjY2bu59g/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Slide deck introducing run charts along with how it relates to the QIF.

* [Run Chart Template](https://www.ihi.org/resources/tools/run-chart-tool)

Run Chart resources from IH.

**Stakeholder Assessment**

The Stakeholder Assessment helps teams identify stakeholders, what their needs are for the project, and how to manage those needs. The Stakeholder Assessment helps the team navigate the politics involved with finding and maintaining support for a project

  Through the tool, the team can estimate their stakeholder' interest and influence levels, which are then plotted on a matrix that allows the team to quickly assess all of their stakeholders in one visual. A diagram of a business model

AI-generated content may be incorrect.A screenshot of a computer

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**Who should use Stakeholder Assessment?**

Every team should spend time identifying their key stakeholders. Projects that require buy-in from stakeholders from across the organization or require specific advocacy for its success would benefit from the in-depth stakeholder analysis provided by this tool.

**How does the tool help with Implementation?**

Managing stakeholders is easier in the beginning when the project is still fluid. In particular, knowing who the stakeholders are for a particular project, how they intersect with the project, and beginning to develop a plan to build support is critical for the first step in the Capacity building strategies section of Phase 1 of the QIF.

Teams should use information gathered through the Hexagon tool and ORIC to inform how to fill out the Stakeholder Assessment.

**Resources Recommended:**

**Time:**  The full analysis should be completed by the full team after relevant discussions. Depending on how complicated the project and how many stakeholders need to be considered the time commitment can be several hours for the entire group. **Time Medium Resource.**

**People:** The stakeholder assessment should be filled in by the entire implementation planning team. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to fill it out. **Funding Medium Resource.**

* [Stakeholder Assessment Tool](https://docs.google.com/presentation/d/1nkGHqTvUjjd-wwD35XHezC2VLFHnn0w4/edit?usp=drive_link&ouid=103107580964713979569&rtpof=true&sd=true)

Tool describing the tool and how teams should fill out the form and interpret the matrix.

* [Stakeholder Matrix](https://docs.google.com/spreadsheets/d/1wACsbFuJf2_Y4qEONUKgBE04_8dsvqfk/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

The Stakeholder Assessment form along with the associated matrix.

**Team Building Training**

This training is a freely available course (taken as an audit) through Coursera from Derek Newberry at University Pennsylvania. The course will allow the team to the limit process losses, like social loafing or groupthink, and expand their potential to create a high-performing teams.

**Who should use Team-Building Training**A white shelf with books on it

AI-generated content may be incorrect.

This training is especially useful for teams that have not worked together before or teams that are working in a different way than they had in the past.

**How does the tool help with Implementation?**

Once the implementation team has worked to identify team members with the skills and responsibilities to be successful in the implementation project, this team needs to learn how to work together effectively. By the end of this course, the team should be able to create ground rules for how their team will operate, identify challenges that could get in the way of the team’s success, and foster behavior changes to help the team perform at their best. ​

**Resources Recommended:**

**Time:**  The full course with all of the supplemental reading is estimated to take 9.5 hours and is a significant time commitment. For teams that want to get some benefit, but not spend as much time with a deep dive, just the videos provide an introduction that would be less time consuming. **Time Medium Resource.**

**People:** Ideally the whole implementation team would take this training, but it is especially useful for anyone in a leadership capacity to become familiar with the concepts. **Personnel Medium Resource.**

**Funding:**The only cost for the tool itself is the personnel time to complete the training. **Funding Medium Resource.**

* [Team Building Training Tool](https://docs.google.com/presentation/d/11MtX-X9fEoEwwPTy8Pcx1_pQWXe5mArt/edit?usp=sharing&ouid=103107580964713979569&rtpof=true&sd=true)

Coversheet with information on the purpose, description, and connection to the QIF

* [High Performing Teams Training](https://www.coursera.org/learn/high-performing-teams)

The actual training through Coursera. The training includes five modules: (1) Course overview; (2) Setting team foundations; (3) Diagnosing team problems; (4) Coaching emotionally intelligent teams; and (5) Managing common team types.