Organizational readiness as capacity building: "Readiness Is All"

Presentation to Danish Implementation Network

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"READINESS IS ALL"

- HAMLET ACT 5 (WILLIAM SHAKESPEARE)

Readiness Team

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OVERVIEW

- Bridging Research and Practice, Implementation Science

   Organizational Readiness (R=MC^2)

- Building Readiness

      Tools, Training, Technical Assistance,

      Quality Assurance/Quality Improvement

* Where Does Readiness fit in Planning, Implementation and Evaluation
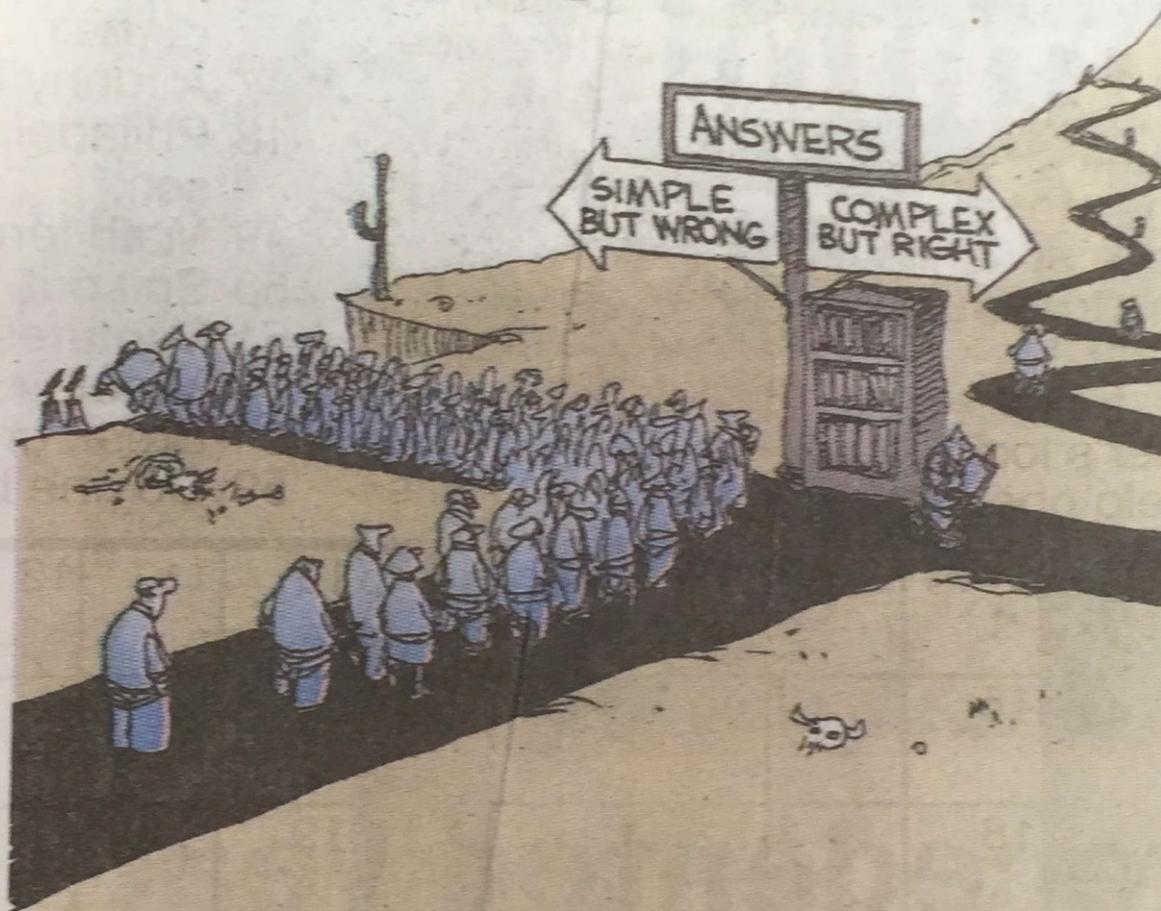
Strategic Readiness Directions

Tool Development

Research and Evaluation

Practical Application
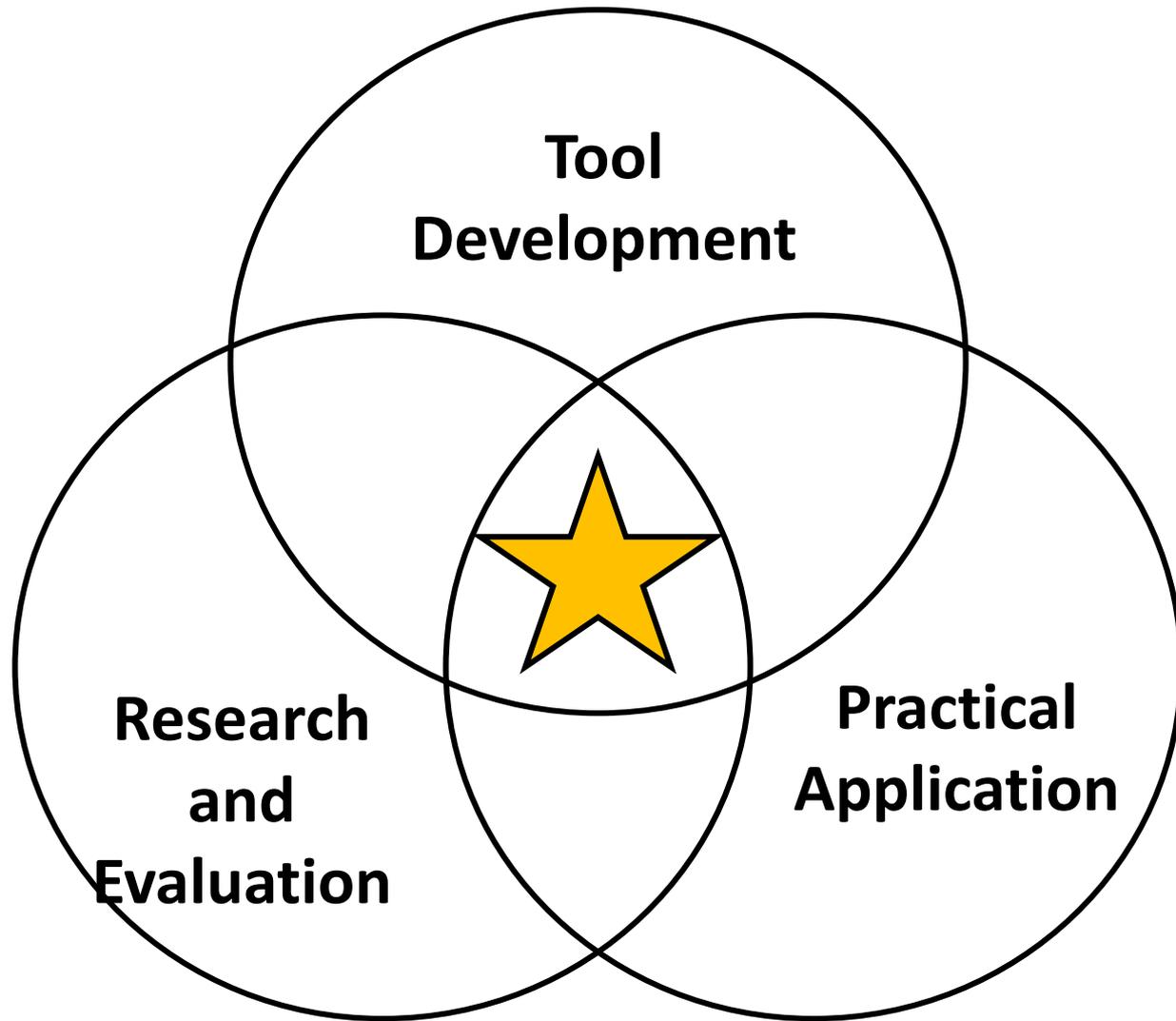
"IF YOU DON'T HAVE A DREAM, HOW YOU GONNA MAKE A DREAM COME TRUE"

AMBITIOUS INITIATIVES THAT DID NOT COME CLOSE TO ACHIEVING THEIR GOALS

- NO CHILD LEFT BEHIND

- ALIGNING FORCES FOR QUALITY

- WAR ON CANCER

- Can Benefit by Being
  Ready
  Strategic
  Accountable

A Successful Campaign

and a

Failing Forward Followup

The Challenge:

House 100,000 Chronic and Vulnerable Homeless People in 4 Years

The Solution:

The 100,000 Homes Campaign!

What was the 100,000 Homes Campaign?

- Led by **Community Solutions**

- A **national movement** of 186 communities that worked together to find permanent homes for 100,000 of our most vulnerable homeless Americans

- Selected a **specific population** - chronic and vulnerable homeless who were not well served by the existing system

- Run on a robust, virtual infrastructure for co-creating by **sharing successes (Bright Spots) and debriefing failures (Failing Forward)**

- Rooted in **continuous quality improvement and iteration** rather than a fixed model or strict best practices

PROGRESS

Campaign Housing Goal	**100,000**
People Housed	**105,580**
Communities Participating	**186**
Days Remaining	**0**

100,000 Home Campaign Began With…

- **No clue** of how we would get to 100,000 or **where the housing would come from**

- A small non-governmental organization (NGO) with no experience running a campaign

- <u>No</u> additional housing resources

- Limited support from government agencies

- Just 16 communities (which would eventually grow to 186)

BUT the Campaign Also Began With…

1. **Inspiration** (IHI's 100,000 Lives and other "impossible" game-changers)

2. An **ambitious time-bound goal**

3. A proven intervention and a robust network to **to identify, co-create** and **disseminate other interventions (bright spots)**

4. An understanding of **Improvement Science** and that **data and performance management** could allow us to learn our way to success

Next: 20,000 Home Campaign

- Canadian campaign to place 20,000 of their most chronic and vulnerable homeless people into permanent housing in 4 years

- Modeled after the U.S. 100,000 Homes Campaign

- Canadian Alliance to End Homelessness (CAEH) leading the effort

- Community Solutions brought on as a consultant and thought partner - primarily around developing the campaign strategy and building the data and performance management system for the campaign

- Launched as a national campaign before many elements of general capacity were in place

- To date (almost 2 years in) 30 communities have joined but just 3,000 placements

20,000 Homes Campaign - A Readiness lens

- No readiness assessment before launch (Community Solutions allowed CAEH to determine its readiness to launch) - the following assessment was done post-hoc
- High level of Motivation including all sub-components)
- Medium level of innovation specific capacity (through Community Solutions and CAEH' knowledge of the Canadian context) - question as to what adaptations would be required for Canada
- Low level of general capacity on three critical sub-components:
  - Leadership
  - Structure
  - Resources/Resource Utilization

- **If we were to do it over again**:
  - More time (1 or more years) working to improve the general capacity of CAEH
  - Likely would start with a small list of vanguard communities to adapt proven U.S. innovations for a Canadian context before going to scale.

European Campaign to End Street Homelessness

- European campaign to end street homeless in (participating) European Cities

- Modeled after Community Solutions current campaign to get to functional zero on chronic and veterans homeless (target population has been changed to those living on the streets/unsheltered homeless)

- Building and Social Housing Foundation (BSHF) leading the effort

- Community Solutions brought on as a consultant and thought partner - primarily around developing the campaign strategy and building the data and performance management system for the campaign

- Did Community Solutions learn a lesson from the Canadian Campaign?

European Campaign - A Readiness lens

- Informal readiness assessment early on in the work (borrowing from the Readiness work done for the 100 Million Healthier Lives SCALE Initiative
- High level of Motivation including all sub-components)
- Medium level of innovation specific capacity (through Community Solutions and BSHF's and other partners' knowledge of the European context) - question as to the adaptations that would be required for each country in Europe
- Low level of general capacity on two critical sub-components:
  - Structure
  - Resources/Resource Utilization
- Due to low level of general capacity and medium level of innovation specific capacity
  - Community Solutions has spent a lot of time working with BSHF to put in place the structure and identify the resources needed to go to SCALE
  - Has tested core interventions with 3 vanguard communities (rather than Europe-wide)
  - BSHF is expanding slowly to additional communities (10-12 total) as resources allow
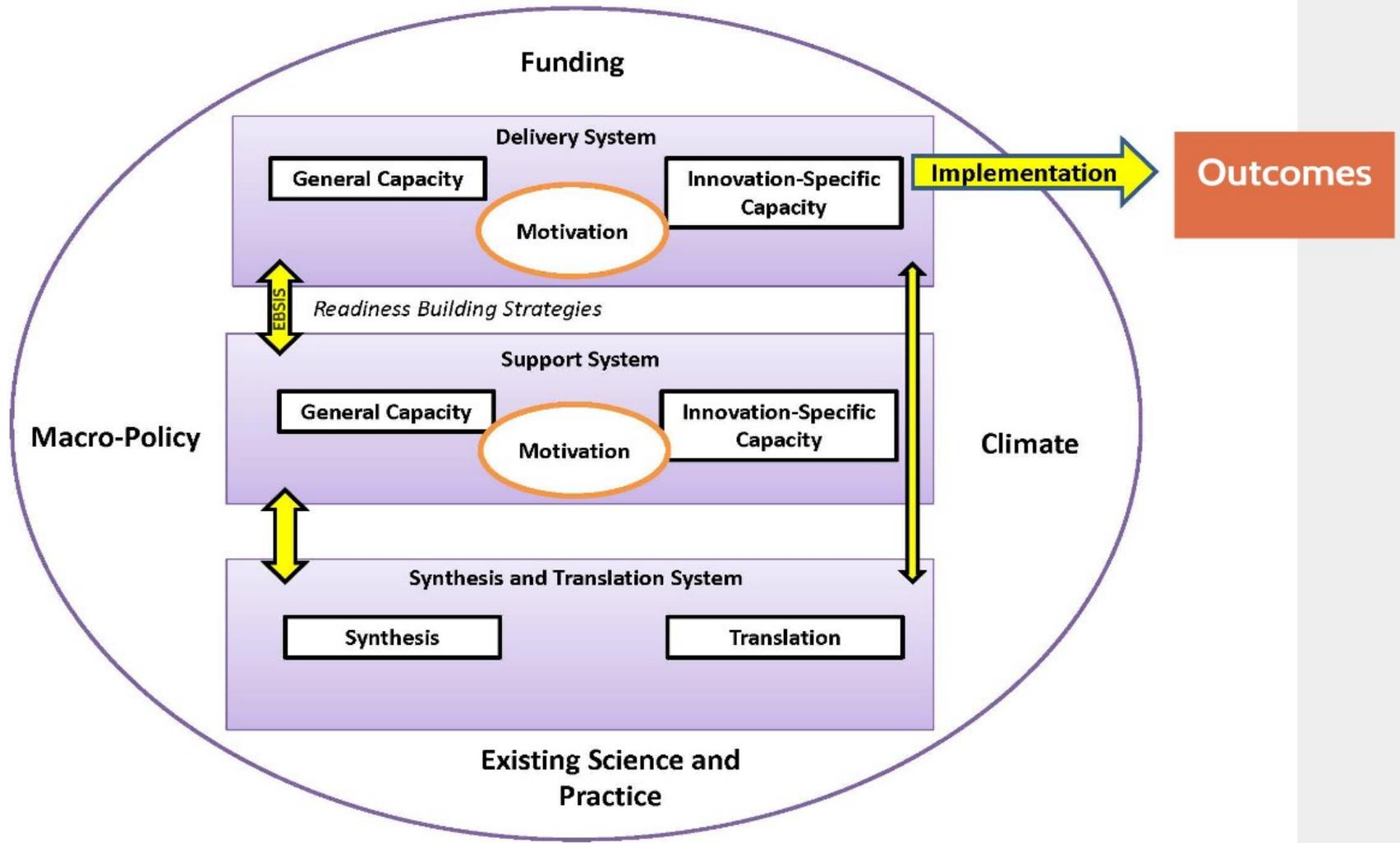
RESEARCH

PRACTICE

Interactive Systems Framework

# Interactive Systems Framework for Dissemination and Implementation

Delivery System
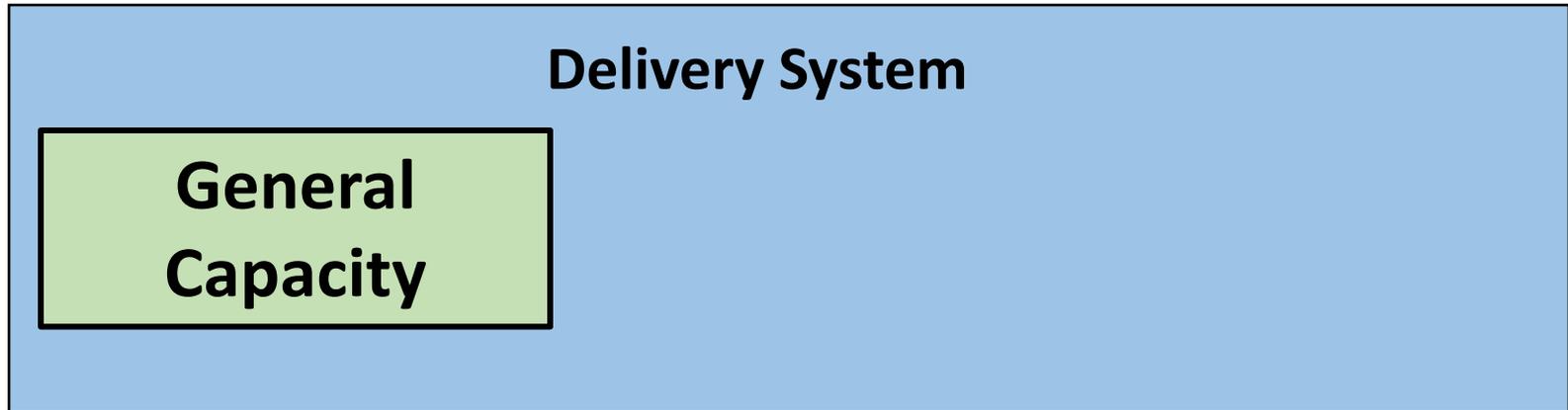
General Capacity

General Capacities

Types of General Capacities (non-exhaustive)	Authors
Culture	Drzensky et al., 2012; Glisson, 2007; Glisson & Schoenwald, 2005; Hemmelgarn et al., 2006
Climate	Aarons et al., 2011; Beidas et al., 2013; Damschroder et al., 2009; Glisson, 2007; Greenhalgh et al., 2004, Hall & Hord, 2010; Lehman et al., 2002
Organizational Innovativeness	Damschroder et al., 2009; Fetterman & Wandersman, 2005; Greenhalgh et al., 2004; Klein & Knight, 2005; Rafferty et al., 2013; Rogers, 2003
Resource Utilization	Armstrong et al., 2006; Greenhalgh et al., 2004; Klein et al., 2001; Rogers, 2003; Simpson, 2002
Leadership	Aarons & Sommerfield, 2012; Becan, Knight, & Flynn, 2012; Beidas et al., 2013; Fixsen et al., 2005; Grant, 2013; Rafferty et al., 2013; Simpson et al., 2002
Structure	Damschroder et al., 2009; Flaspohler et al., 2008; Greenhalgh et al., 2004, Lehman et al., 2002; Rafferty et al., 2013; Rogers, 2003
Staff Capacity	Flaspohler et al., 2008; McShane & Van Glinow, 2009; Simpson et al., 2002

General Capacities

- **Culture**
- **Climate**
- **Openness to change**
- **Use of Resources**
- **Leadership**
- **Structure**
- **Staff Capacity**
- **Process Capacities**

Ready to Implement

General Capacity
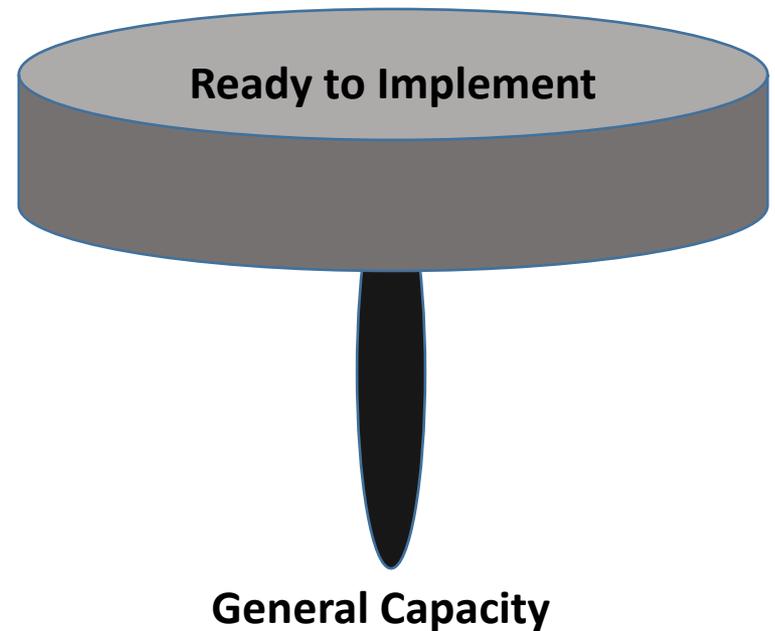
GC Components are "Normal"

Leadership

Low   Medium   High

Interactive Systems Framework for Dissemination and Implementation

Delivery System

General Capacity
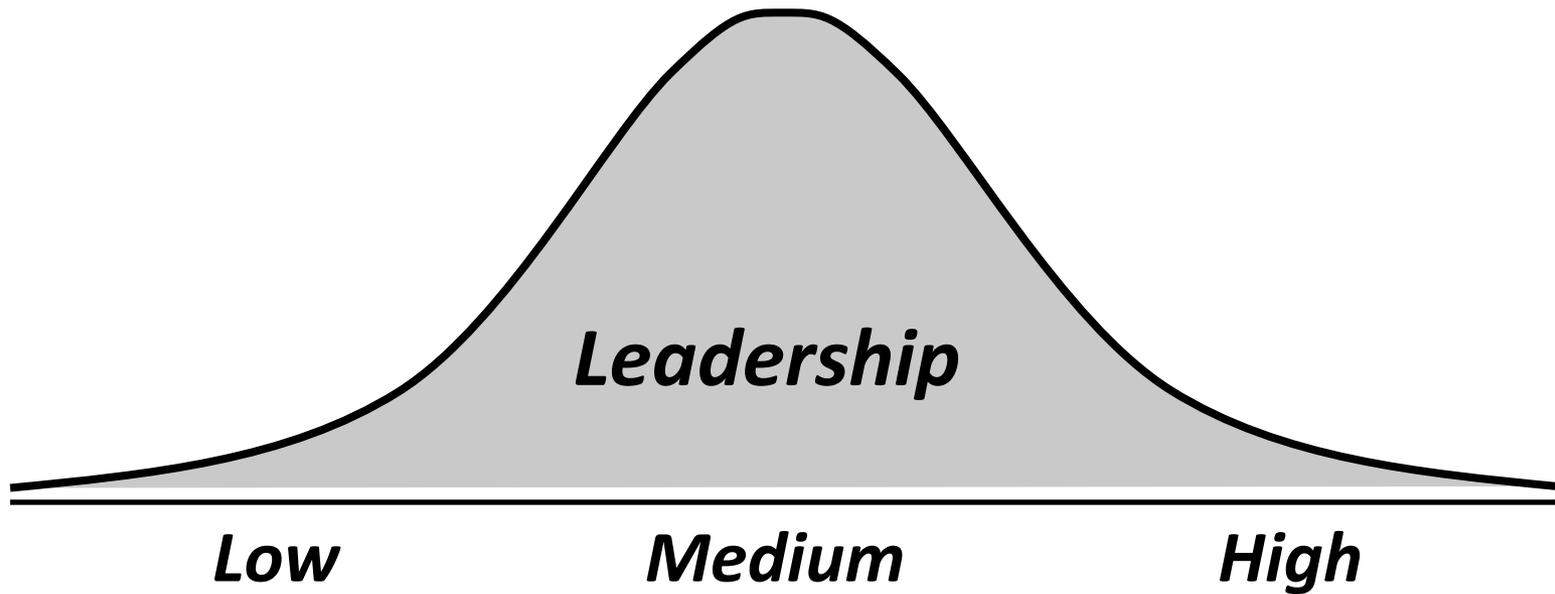
Innovation-Specific Capacity
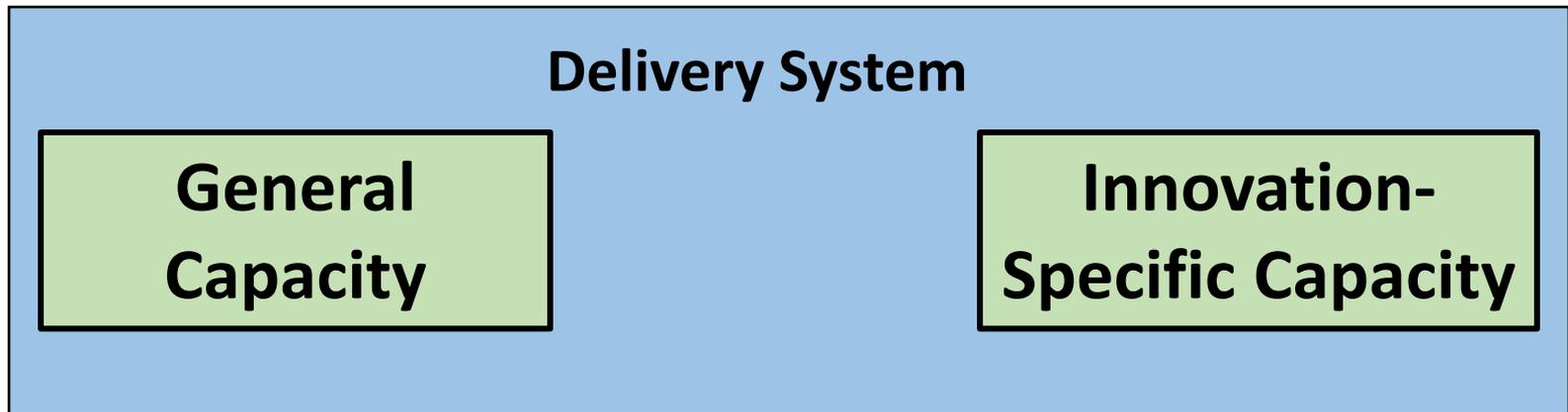
An Innovation

- Any policy, program, or process that is new to a setting

GTO
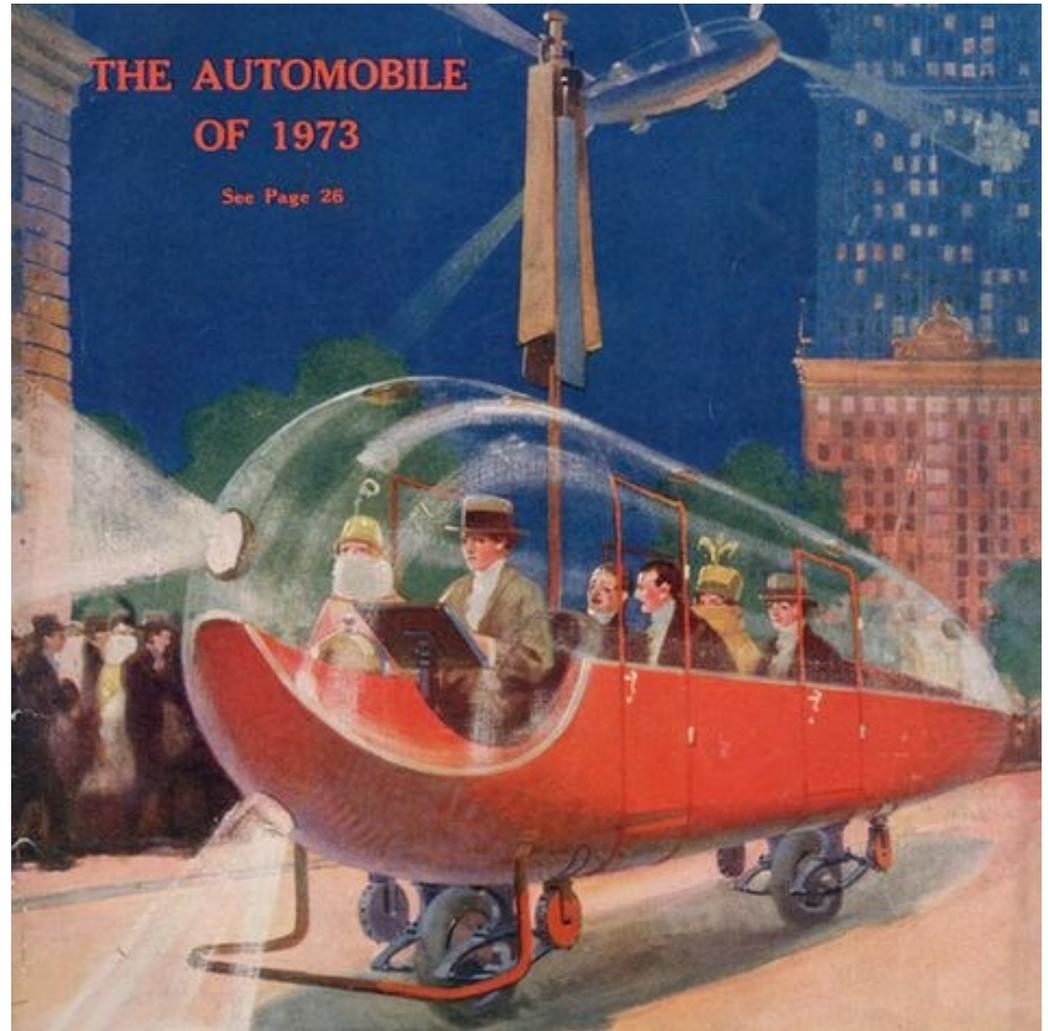
Innovation-Specific Capacities

Types of Innovation-Specific Capacities; (non-exhaustive)	Authors
Innovation-Specific knowledge, skills, and abilities	Wandersman, Chien, & Katz, 2012; Fixsen et al., 2005; Greenhalgh et al., 2004; Simpson, 2002
Program Champion	Atkins et al., 2008; Damshroder et al., 2009; Greenhalgh et al., 2004; Gladwell, 2002; Grant, 2013; Rafferty et al., 2013; Rogers, 2003
Specific Implementation Supports	Aarons et al., 2011; Beidas et al., 2013; Damshroder et al., 2009; Fetterman & Wandersman, 2005; Greenhalgh et al., 2004; Hall & Hord, 2010; Rogers, 2003; Schoenwald & Hoagwood, 2001; Weiner et al., 2008.
Interorganizational Relationships	Aarons et al., 2011; Flaspohler et al., 2004; Powell et al., 2012

Innovation-Specific Capacities

- **Knowledge, skills, and abilities**
- **Champion**
- **Supportive climate**
- **Inter-organizational Relationships**

Ready to Implement

General Capacity

Innovation-Specific Capacity
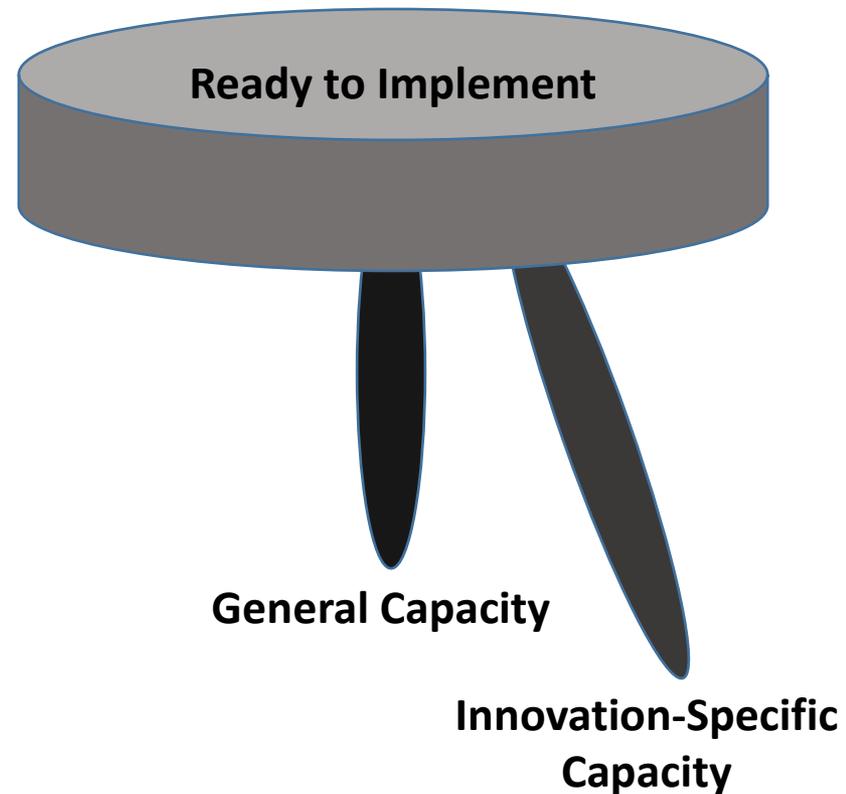
Interactive Systems Framework for Dissemination and Implementation
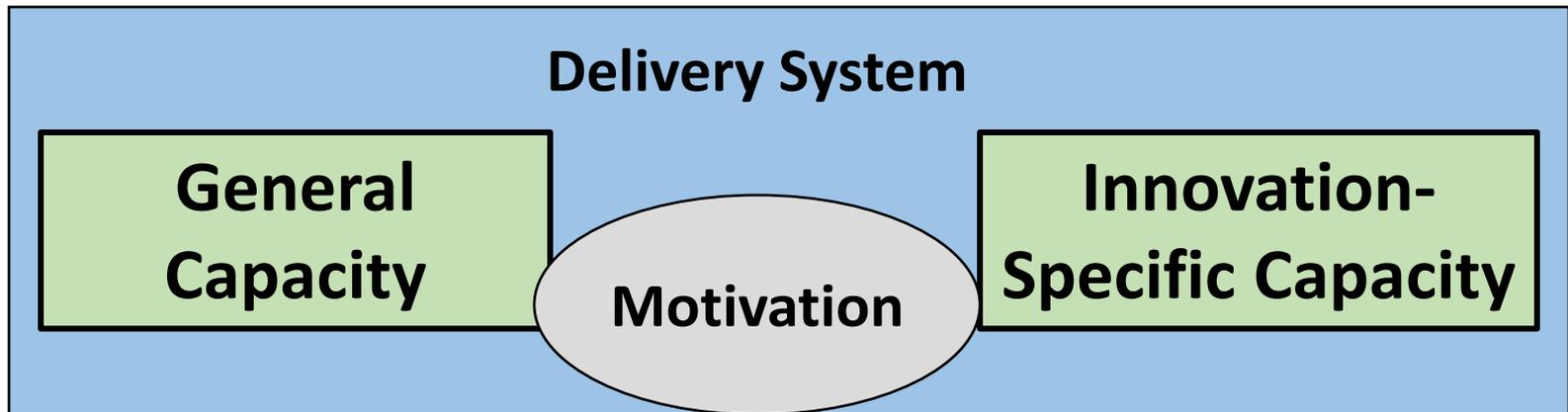
Motivation for Innovation

Types of Motivations (non-exhaustive)	Authors
Relative Advantage	Armenakis et al., 1993; Damschroder et al., 2009; Hall & Hord, 2010; Rafferty et al., 2013; Rogers, 2003; Weiner, 2009
Compatibility	Chinman et al., 2004; Durlak & Dupre, 2008; Fetterman & Wandersman, 2005; Greenhalgh et al., 2004; Rogers, 2003; Simpson, 2002
Complexity	Damschroder & Hagedorn, 2011; Fixsen et al., 2005; Greenhalgh et al., 2004; Meyers, Durlak & Wandersman, 2012; Wandersman et al., 2008.
Trialability	Armenakis et al., 1993; Greenhalgh et al., 2004; Rapkin et al., 2012; Rogers, 2003
Observability	Beutler, 2001; Chinman et al., 2004; Damschroder et al., 2009; Ford et al., 2008; Rossi, Lipsey, & Freeman, 2004
Priority	Armenakis & Harris, 2009; Greenhalgh et al., 2004; Flaspohler et al., 2008

Factors that Influence Motivation

- **Relative Advantage**
- **Fit**
- **Complexity**
- **Ability to pilot**
- **Visibility**
- **Priority**
- **Joy**

Ready to Implement

General Capacity

Motivation

Innovation-Specific Capacity
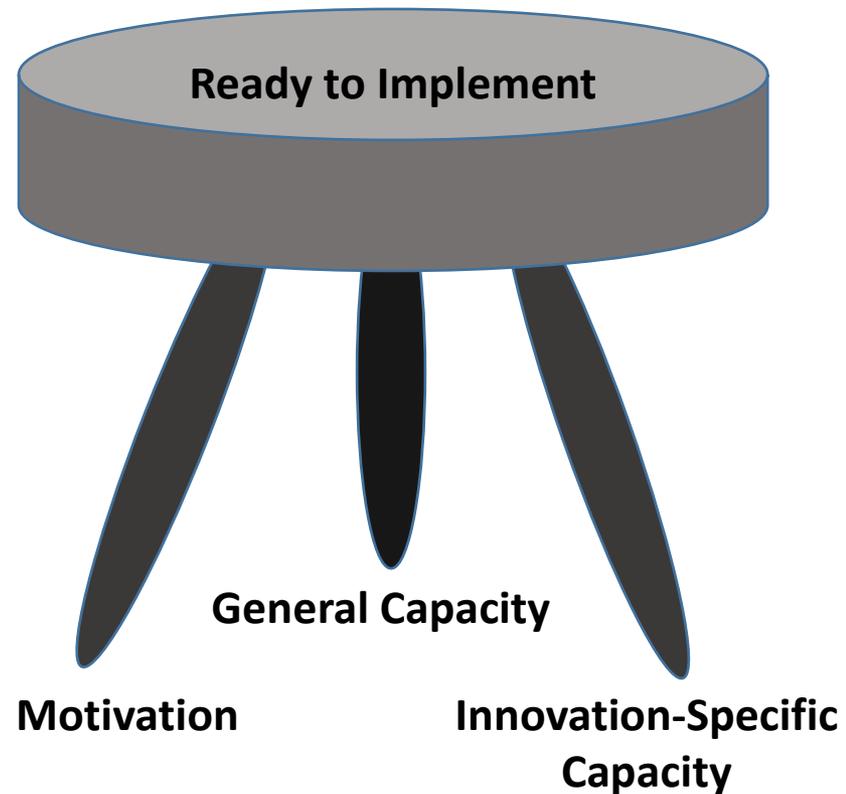
A Heuristic

$$\textbf{\textit{R}}\textit{eadiness}_i =$$
$$\textbf{\textit{M}}\textit{otivation}_i \ x \ \textit{General } \textbf{\textit{C}}\textit{apacity } x$$
$$\textit{Innovation-Specific } \textbf{\textit{C}}\textit{apacity}_i$$

$$\textbf{\textit{R = MC}}^2$$

Interactive Systems Framework for Dissemination and Implementation

Delivery System

General Capacity

Motivation

Innovation-Specific Capacity

Readiness Building Strategies

Support System

General Capacity

Motivation

Innovation-Specific Capacity

Interactive Systems Framework

GTO
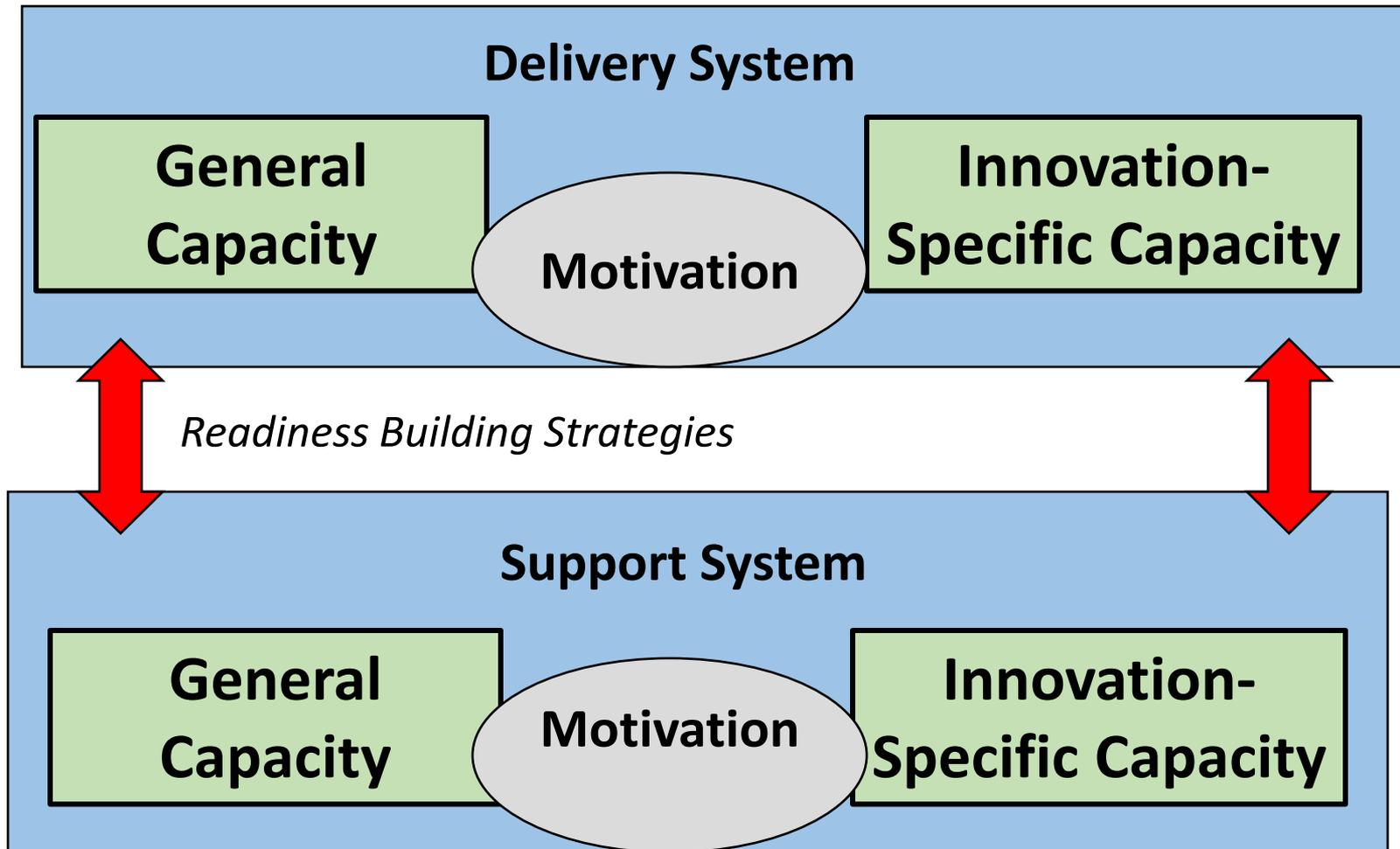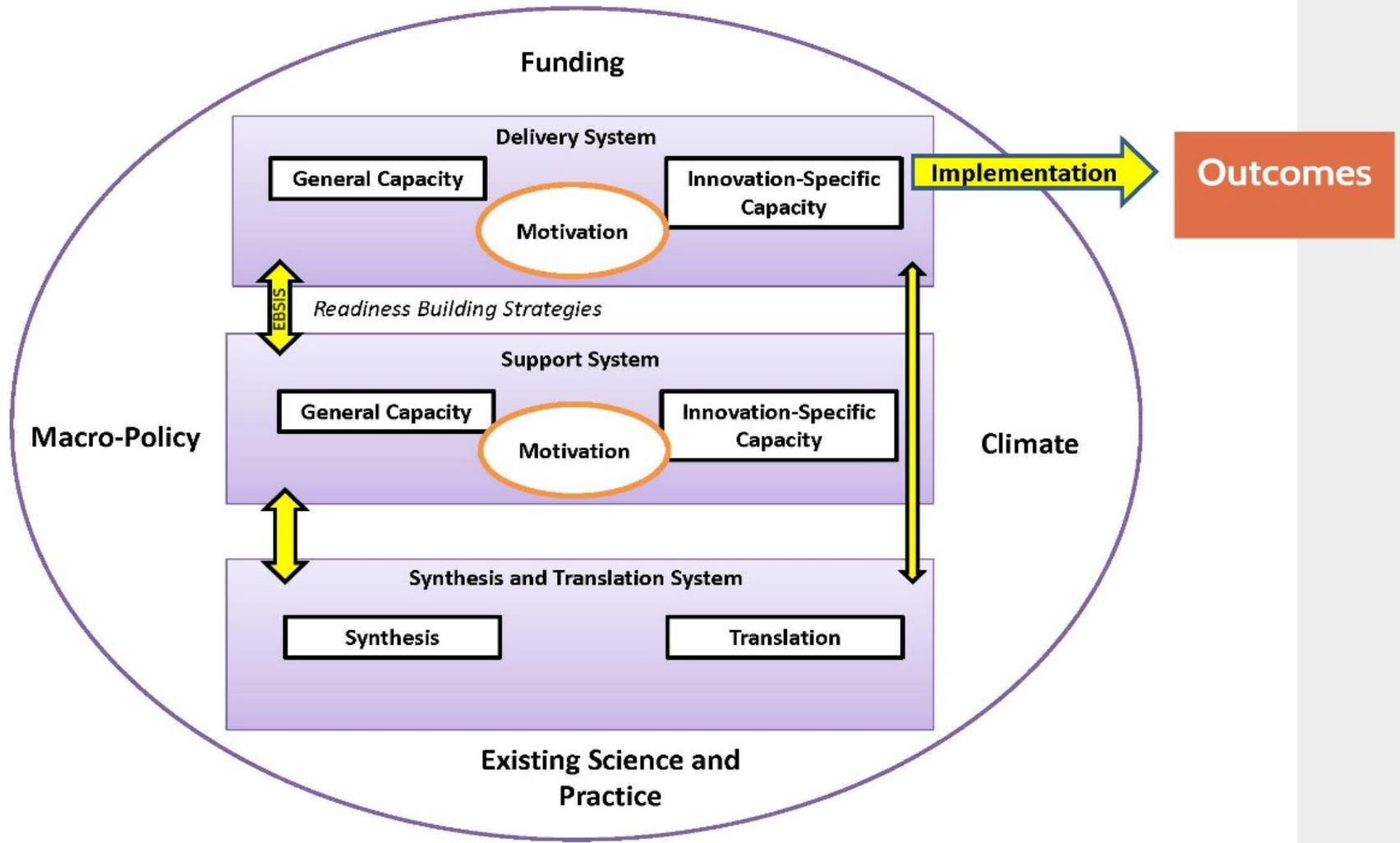
Building Readiness
Broad Strategies

Ways to support an Innovation

Tools
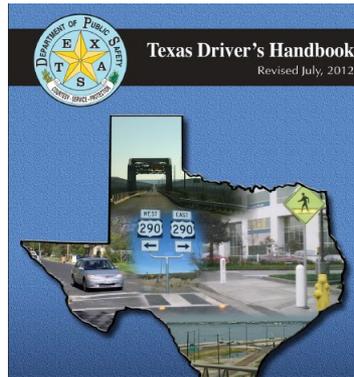
Training

Quality Assurance/ Quality Improvement

Technical Assistance

Evidence-Based System for Innovation Support (EBSIS)

(Wandersman, Chien, & Katz, 2012)

Testing out systems to help assess and develop readiness and capability:

Building Readiness Through an **E**vidence-**B**ased **S**ystem for **I**mplementation Support (**EBSIS**)
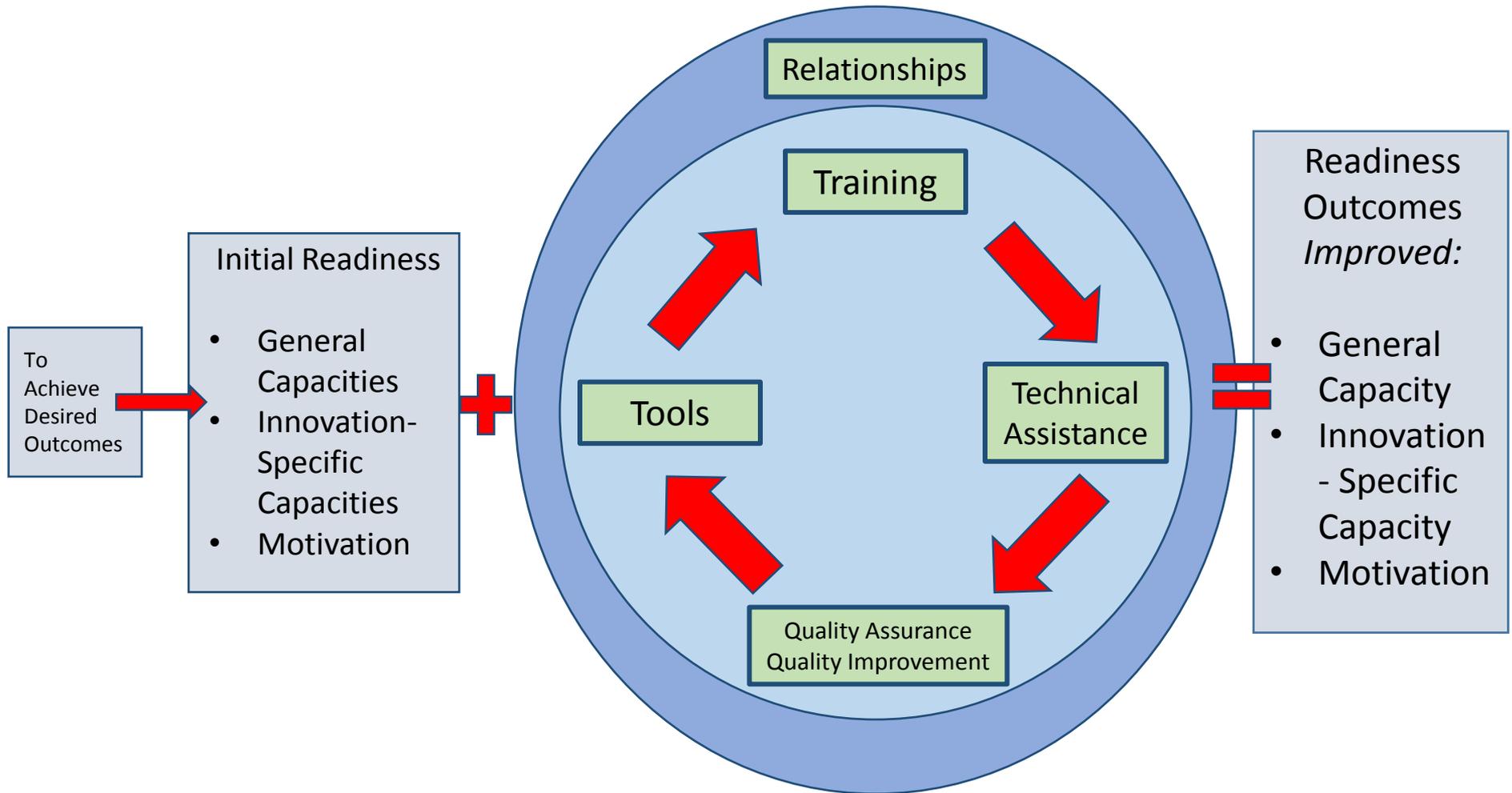
POPULATION HEALTH

100 Million Healthier Lives Overview

Led by the Institute for Healthcare Improvement

An unprecedented collaboration of change agents pursuing an unprecedented result:
100 million people living healthier lives by 2020

Vision: to change the way we think and act to improve health, wellbeing and equity

Unprecedented collaboration

+

Innovative improvement

+

System transformation

→ 100 Million People Living Healthier Lives by 2020
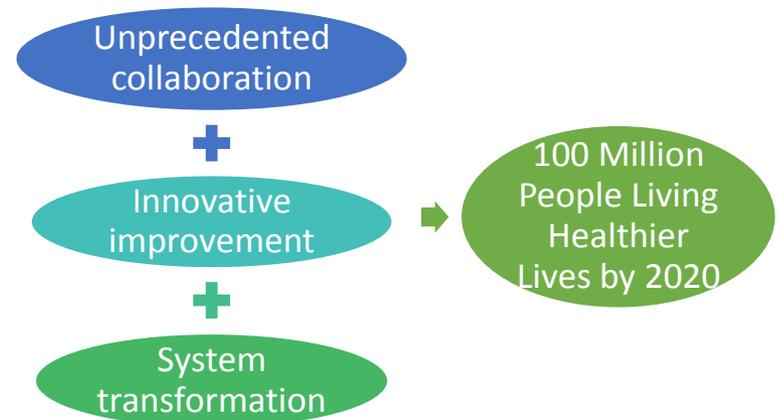
Spreading Community Accelerators through Learning and Evaluation - SCALE

USES OF R=MC2 IN SCALE

- APPLICATION
- TRAINING AND TECHNICAL ASSISTANCE
- BUILDING READINESS IN COMMUNITIES NOT READY TO BE IN SCALE

Example:
Readiness for SCALE Methods for Health Improvement

- *General capacity*

- *Innovation-specific capacity*

- *Motivation*

-needed to put SCALE Methods for Health Improvement into place

- 64 total responses (~22 communities)

- Scored 1 to 7 (Strongly Disagree = 1, Disagree = 2, Slightly Disagree = 3, Neither Agree nor Disagree = 4; Slightly Agree = 5, Agree = 6, Strongly Agree = 7).

Full Readiness Survey index scores

Community	N	General Capacity Index	Innovation Index	Motivation Index	Full Readiness index
Community 1	1	6.45	6.85	5.96	6.42
Community 2	2	6.48	6.37	6.25	6.37
Community 3*	9	6.55	6.35	5.64	6.18
Community 4	2	6.48	6.03	6.01	6.18
Community 5	1	6.01	6.41	6.00	6.14
Community 6	2	6.41	6.09	5.59	6.03
Community 7	1	6.18	5.72	5.71	5.87
Community 8	2	5.90	5.55	5.61	5.68
Community 9	4	5.91	5.80	5.33	5.68
Community 10	8	5.70	5.67	5.40	5.59
Community 11	1	5.46	5.51	5.64	5.54
Community 12	3	6.32	4.99	5.15	5.49
Community 13	2	5.27	5.70	5.48	5.48
Community 14*	1	5.61	5.51	5.19	5.44
Community 15	6	5.40	5.52	5.20	5.37
Community 16	5	5.39	5.56	5.07	5.34
Community 17	5	4.97	5.27	5.35	5.20
Community 18	3	5.24	5.47	4.79	5.17
Community 19	2	5.29	4.84	4.60	4.91
Community 20	1	4.18	4.86	5.42	4.82
Community 21	1	5.38	4.64	4.18	4.73
Community 22	5	5.95	*No data*	*No data*	*No data*

Subcomponents of General Capacity

Community	N	Culture	Climate	Structure	Innovate	Resource Utilization	Leadership	Staff Capacity	Process	General Capacity Index
Community 3 *	9	6.69	6.73	6.3	6.65	6.56	6.72	6.33	6.44	6.55
Community 4	2	6.75	6.19	6.83	6.75	6.71	6.96	5.67	6	6.48
Community 2	2	6.5	6.19	6.42	6.88	6.17	6.92	6.5	6.27	6.48
Community 1	1	6.83	6.88	6.67	6.88	5.33	7	5.67	6.36	6.45
Community 6	2	7	6.63	6.5	6.88	5.67	6.5	5.83	6.27	6.41
Community 13	1	6.17	6.38	5.83	7	5.67	7	5.67	6.81	6.32
Community 7	1	6.33	6.25	5.83	6.5	6.67	6.38	5.67	5.82	6.18
Community 5	1	6.33	6.5	5.33	6.25	5	6.31	6	6.36	6.01
Community 22*	5	5.75	5.88	5.91	5.69	6.33	6	6	6	5.95
Community 8	2	6.33	5.75	5.58	6.13	5.83	6.27	5.5	5.91	5.91
Community 9	4	6.42	6.47	6.08	6.16	4.17	6.37	5.67	5.82	5.90
Community 10	8	6.15	6.02	5.52	5.94	4.13	6.93	5.25	5.64	5.70
Community 14*	2	6.02	6.72	5.75	6	4	5.88	4.17	6.36	5.61
Community 11	1	5.83	5.75	5.5	5.88	5	5.92	4.33	5.5	5.46
Community 15	6	5.77	5.62	5.58	5.79	4.28	5.94	4.5	5.7	5.40
Community 16	5	5.9	5.75	5.57	5.9	4.07	5.63	5	5.27	5.39
Community 21	1	5.17	5.88	5.17	5.88	4.33	5.61	5.67	5.36	5.38
Community 19	2	5.58	5.5	4.67	5.44	5.17	5.77	4.83	5.36	5.29
Community 12	3	6	5.63	4.94	5.58	4.44	5.74	4.44	5.42	5.27
Community 17	5	5.37	5.48	4.97	5.25	4.47	5.57	5.21	5.62	5.24
Community 18	3	5.72	5.75	4.78	4.88	4.33	5.69	4.11	4.52	4.97
Community 20	1	5.17	5.38	4	3.88	1.67	4.46	4	4.91	4.18

Subcomponent of Innovation-Specific Capacity

Community	N	KSA	Champion	Supportive Climate	Relationships	Innovation Index
Community 1	1	7	7	6.83	6.57	6.85
Community 5	1	6.75	7	6.33	5.57	6.41
Community 2	2	6.38	6.5	6.08	6.5	6.37
Community 3*	9	6.25	6.47	6.33	6.36	6.35
Community 6	2	5.88	6.38	6.25	5.86	6.09
Community 4	2	6	6	5.92	6.21	6.03
Community 8	2	5.88	6	5.67	5.64	5.80
Community 7	1	5.75	6	5.83	5.29	5.72
Community 12	3	6	5.92	5.17	5.71	5.70
Community 10	8	5.88	5.97	5.56	5.27	5.67
Community 16	5	5.95	6.15	5.17	4.97	5.56
Community 9	4	5.75	6.19	5.42	4.82	5.55
Community 15	6	5.46	6	5.11	5.52	5.52
Community 14*	2	6.5	6.13	4.92	4.5	5.51
Community 11	1	6	5.5	4.67	5.86	5.51
Community 17	5	5.7	5.45	5.83	4.91	5.47
Community 18	3	6.13	5.6	4.78	4.57	5.27
Community 13	1	4.75	5	5.33	4.86	4.99
Community 20	1	5.5	5.75	4.33	3.86	4.86
Community 19	2	4.88	5.13	4.42	4.93	4.84
Community 21	1	5	4.75	4.5	4.29	4.64

Subcomponents of Motivation

Community	N	Relative Advantage	Compatibility	Complexity	Ability to Pilot	Visibility	Priority	Joy*	Motivation Index
Community 2	2	6.5	6.5	3.5	5.5	6.75	7	7	6.25
Community 4	2	6	6	1.67	4	6.25	6.5	7	6.01
Community 1	1	6.33	6.25	2.33	5	5.75	6	7	6.00
Community 5	1	6	6	1.33	4.5	5.75	6.33	6.5	5.96
Community 11	1	5	6	2.5	5.5	5.5	6	6.5	5.71
Community 3*	4	5.33	6.25	3	6	5.25	5.67	6	5.64
Community 9	9	5.81	6.25	3.93	5.06	5.75	5.74	6.78	5.64
Community 7	3	6.25	6.25	4.06	5.13	5.44	6	6.25	5.61
Community 12	1	4	6.5	2.17	4.25	6	6.33	6.25	5.59
Community 6	2	5.89	6.5	3.67	5.17	5.33	5.11	6	5.48
Community 8	2	7	6.75	2.67	3.5	4	4.33	7	5.42
Community 20	1	5.48	6.09	3.33	4.88	4.84	5.54	6.31	5.40
Community 10	3	5.33	6.38	4.17	5	5	6.17	5.75	5.35
Community 18	8	6.17	6.75	4.5	4.75	4.5	5.17	6.5	5.33
Community 15	6	5.33	5.71	3.94	4.5	5.04	5.83	5.92	5.20
Community 16	2	5.33	6.25	2.8	5	4.38	4.17	6	5.19
Community 14*	5	5	5.5	2	5	3.25	4.33	7	5.15
Community 13	5	4.73	5.7	4.07	4.7	5.35	5.47	5.6	5.07
Community 17	1	4.93	5.42	4.17	4.3	4.55	5.27	5.2	4.79
Community 19	2	4	5.13	4.67	5	4.38	4.33	6	4.60
Community 21	1	3	5	5	4	4.25	5	5	4.18

Differences between SCALE and P2P

Component	Subcomponent	SCALE	Pathway to Pacesetter	P-value	Effect Size (Hedges's g)
Full Readiness Index[2]		5.60	4.91	<0.001	1.49
General Capacity[1]	Culture	6.08	5.48	0.01	0.76
	Climate	6.06	5.72	0.02	0.65
	Structure	5.62	5.32	0.07	0.45
	Innovativeness	6.01	5.61	0.04	0.55
	Resource Utilization	5.00	3.98	0.004	0.87
	Leadership	6.16	5.89	0.09	0.41
	Staff Capacity	5.27	4.90	0.06	0.49
	Process Capacities	5.81	5.43	0.02	0.63
General Capacity Index		5.75	5.29	0.006	0.81
Innovation-Specific Capacity	Innovation Specific KSA[2]	5.88	5.03	<0.001	1.28
	Program Champion[3]	5.95	5.10	<0.001	1.06
	Implementation climate (supports)[3]	5.45	4.36	<0.001	1.56
	Inter-organizational Relationships[3]	5.34	4.74	0.01	0.73
Innovation-Specific Capacity Index		5.65	4.82	<0.001	1.46
Motivation[2]	Relative Advantage	5.40	4.56	0.002	0.99
	Compatibility / Alignment	6.06	5.16	<0.001	1.32
	Complexity	3.31	3.76	0.07	0.45
	Ability to pilot	4.78	4.63	0.25	0.21
	Observability	5.11	4.09	<0.001	1.51
	Priority	5.54	4.44	<0.001	1.17
	Joy	6.26	5.18	<0.001	1.46
Motivation Index[2]		5.41	4.61	<0.001	1.48

*Sample Sizes for these analyses: 1) SCALE = 22, P2P = 20; 2) SCALE = 21, P2P = 19; 3) SCALE = 21, P2P = 18

Readiness to Implement a Behavioral Health Innovation:
Using the *Readiness for Integrated Care Questionnaire* (RICQ)

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University of North Carolina at Charlotte

Abraham Wandersman, PhD, Tara Kenworthy, &
University of South Carolina

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Presenting on behalf of the
Integrated Care Leadership Program (ICLP) Team

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The Satcher Health Leadership Institute
DIVISION OF BEHAVIORAL HEALTH | MOREHOUSE SCHOOL OF MEDICINE

Integrated Care Leadership Program
Fostering Leadership at the Interface of Primary Care and Behavioral Health

UNIVERSITY OF SOUTH CAROLINA   UNC CHARLOTTE

Why integrated care?

- Practices that effectively integrate behavioral health services and primary care have been shown to improve:
  - Access to care
  - Clinical outcomes
  - Mental health, well-being, and quality of life
  - Team performance
  - Satisfaction
  - Health system cost savings

(Fortney, Unützer, Wrenn, Pyne, Smith, et al., 2016)

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The Integrated Care Leadership Program (ICLP)

- Trains & supports clinical and administrative health care professionals
  - ❖ Online training curriculum
  - ❖ Technical assistance and coaching
  - ❖ Monthly webinars

- Develops health leaders equipped to implement & sustain integrated care practices
  - ❖ Eligibility for innovation awards (Georgia-based sites)
  - ❖ Site visits (Georgia-based sites)
  - ❖ Quarterly analysis of site-specific readiness data

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Readiness for Integrated Care Questionnaire (RICQ)

7 = Strongly Agree; 6= Agree; 5 = Slightly Agree; 4= Neither Agree or Disagree; 3 = Slightly Disagree 2 = Disagree; 1 = Strongly Disagree *

	7	6	5	4	3	2	1
1. Integrated care is better than other processes we are currently using in our practice to meet the needs of our patients.	○	○	○	○	○	○	○
2. Integrated care is better than other processes we have considered using in our practice.	○	○	○	○	○	○	○
3. Integrated care represents an advance over other methods that are already available for our practice.	○	○	○	○	○	○	○
4. Integrated care fits well with other initiatives in our practice.	○	○	○	○	○	○	○
5. Integrated care will help us meet the needs of our patients.	○	○	○	○	○	○	○
6. Integrated care is timely given the current needs of our patients.	○	○	○	○	○	○	○
7. Integrated care fits well with the culture and values of our patients	○	○	○	○	○	○	○
8. In our practice, integrated care is simple and easy to implement.	○	○	○	○	○	○	○
9. There are so many components to integrated care that it is hard to understand all of the pieces.	○	○	○	○	○	○	○
10. The complexity of integrated care will make it difficult to put this project into place.	○	○	○	○	○	○	○

ICLP Readiness Assessment Results Across Sites (Waves 1 & 2)

Wave 1 Mean	Subcomponents	Wave 2 Mean
6.32	Compatibility/Alignment	6.37
6.01	Relative Advantage	5.95
5.88	Leadership	5.95
5.87	Culture	6.02
5.81	Priority	5.78
5.69	Organizational Innovativeness	5.70
5.55	Climate	5.67
5.52	Program Champion	5.86
5.51	Structure	5.61
5.38	Process Capacities	5.48
5.18	Inter-Organizational Relationships	5.27
4.94	Innovation-Specific Knowledge & Skills	5.28
4.93	Resource Utilization	5.01
4.75	Implementation Climate Supports	5.15
4.60	Staff Capacity*	5.17
4.52	Complexity	4.79

*There is only one question in this category; this is not a mean.

Color Coding Key:

Subcomponents have been ranked on a color-coded continuum, which indicates each sub-component's score relative to your organization's other sub-component scores.

Lower Readiness .... **Higher Readiness**

Action recommended: identify strategies for improvement ... Consider using as leverage for increasing org. readiness

ICLP Readiness Assessment Results Across Sites (Waves 1 & 2)

ICLP (N=8) Changes in Organizational Readiness
Wave 1 (Nov.-Mar.) to Wave 2 (May-July)

Full Readiness Score — 5.41 → 5.56

Motivation — 5.66 → 5.72

General Capacity — 5.44 → 5.58

Innovation-Specific Capacity — 5.10 → 5.39

1.00 — 2.00 — 3.00 — 4.00 — 5.00 — 6.00 — 7.00
Lower Readiness — Higher Readiness

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Practice-Level Results: Changes in Organizational Readiness (Wave 1 to Wave 2)

Practice	Wave 1 N	Wave 2 N	Motivation			Innovation-Specific Capacity			General Capacity			Full Readiness		
			W1 Mean	W2 Mean	p	W1 Mean	W2 Mean	p	W1 Mean	W2 Mean	p	W1 Mean	W2 Mean	p
A.	3	3	5.44	6.10	0.41	4.71	5.14	0.76	4.79	5.50	0.55	4.98	5.58	0.59
B.	3	3	5.66	5.44	0.78	5.87	4.90	0.14	6.35	5.33	0.05*	5.96	5.22	0.16
C.	3	4	5.85	5.66	0.64	4.34	5.18	0.29	5.14	4.88	0.69	5.11	5.24	0.82
D.	3	7	5.71	6.23	0.10	5.95	6.53	0.03*	5.66	6.34	0.05*	5.77	6.37	0.02*
E.	4	11	5.66	5.22	0.13	4.41	5.28	<0.001*	5.33	6.04	0.04*	5.13	5.51	0.10
F.	12	28	5.18	5.60	0.41	4.59	5.50	0.02*	4.88	5.54	0.05*	4.92	5.51	0.04*
G.	3	4	7.00	5.84	0.14	7.00	6.07	0.13	6.90	5.78	0.05*	6.96	5.90	0.05
H.	3	3	4.81	5.72	0.19	3.92	4.54	0.60	4.50	5.22	0.37	4.41	5.16	0.38

*p < .05. Significant positive (green) and significant negative (red) changes

- ❖ Motivation: 63% of sites improved
- ❖ Innovation-Specific Capacity: 75% of sites improved
- ❖ General Capacity: 63% of sites improved

Full Readiness: 75% of sites improved

Practice-level Utility: Site Summary Reports

Figure 1. Changes in Organizational Readiness: Full Readiness & Component Scores

Your practice made significant progress in organizational readiness from Wave 1 (Nov.-Mar.) to Wave 2 (May-July)

Full Readiness Score — 4.92 · 5.51

Motivation — 5.18 · 5.60

General Capacity — 4.88 · 5.54

Innovation-Specific Capacity — 4.59 · 5.50

1 — Lower Readiness   2   3   4   5   6   7 — Higher Readiness
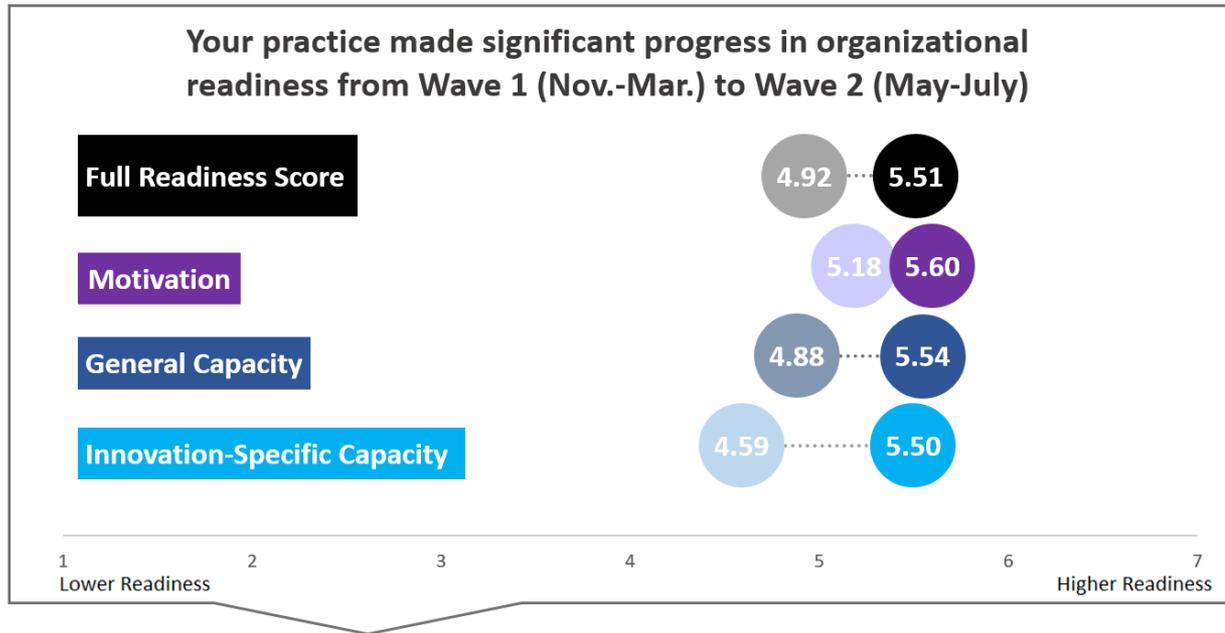
Practice-level Utility: Site Summary Reports

Table 2. Average Individual Item-Level Scores from Readiness for Integrated Care Questionnaire (RICQ)

Subcomponent	Items	Wave 1 Mean (SD) (N= 12)	Wave 2 Mean (SD) (N= 28)
Relative Advantage	1. Integrated care is better than other processes we are currently using in our practice to meet the needs of our patients.	5.42 (1.08)	6.00 (0.98)
	2. Integrated care is better than other processes we have considered using in our practice.	5.00 (1.91)	5.75 (1.14)
	3. Integrated care represents an advance over other methods that are already available for our practice.	5.33 (2.02)	6.07 (1.15)
	SUBCOMPONENT AVERAGE - RELATIVE ADVANTAGE	5.25 (1.48)	5.94 (1.00)

...

Subcomponent	Items	Wave 1 Mean (SD) (N= 12)	Wave 2 Mean (SD) (N= 28)
Program Champion	16. An influential person in our practice strongly promotes integrated care.	5.25 (1.54)	5.96 (1.23)
	17. At least one person we work with clearly communicates the needs and benefits of integrated care.	5.25 (1.29)	6.25 (1.00)*
	18. We have designated a person to share our progress in integrating care with other practices.	3.67 (2.31)	5.79 (1.23)*
	SUBCOMPONENT AVERAGE - PROGRAM CHAMPION	4.72 (1.35)	6.00 (1.00)*

*Indicates significant change (p < .05)

Organizational Readiness: Pre-Retreat

Position-Level Example of Viewing a Practice Retreat as an Intervention

Component/Subcomponent	Physicians (N=2)	Mental Health Providers (N=7)	Nurses (N=12)
Priority	5.67	5.86	6.19
Compatibility/Alignment	5.63	6.39	6.46
Relative Advantage	5.00	5.95	6.19
Complexity	2.83	4.10	4.53
MOTIVATION AVERAGE	4.78	5.57	5.84
Program Champion	6.33	6.00	5.88
Innovation-Specific Knowledge & Skills	5.50	5.21	6.31
Inter-Organizational Relationships	4.50	5.33	5.65
Implementation Climate Supports	4.90	5.31	5.58
INNOVATION-SPECIFIC CAPACITY AVERAGE	5.31	5.47	5.85
Culture	5.50	6.21	6.08
Process Capacities	5.32	6.06	6.17
Staff Capacity	5.00	4.86	5.50
Leadership	5.50	5.82	6.17
Organizational Innovativeness	5.13	5.52	5.75
Resource Utilization	4.83	5.24	6.14
Structure	5.08	5.26	5.57
Climate	4.81	5.46	5.63
GENERAL CAPACITY AVERAGE	5.15	5.56	5.88
FULL READINESS	5.08	5.53	5.86

WHAT DOES AN INDIVIDUAL SITE READINESS REPORT LOOK LIKE?

INDIVIDUAL COMMUNITY READINESS REPORTS

ADDITIONAL WAYS TO MEASURE READINESS

• <u>Qualitative interview</u>

    Strengthens construct validity of factors and subcomponents

    Explores what change would have been necessary to facilitate improvements in readiness

• <u>Phase-specific readiness/Activity Readiness Tool</u>

    Look at activities specific to certain action phases of a project SCALE (more time limited) or specific activities (e.g. complete a driver diagram, perform Plan-Do-Study-Act cycles)

Interactive Systems Framework
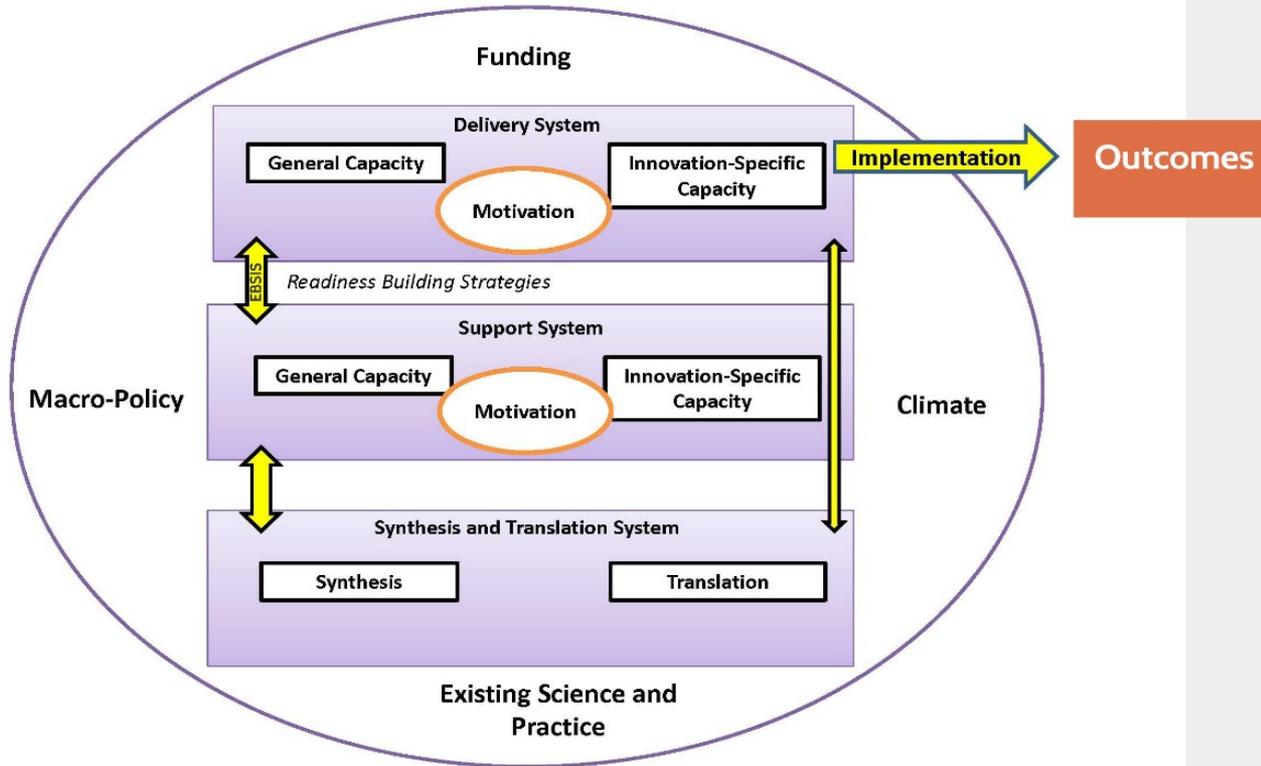
What should you be ready to do

Being ready

Implementation

Evaluation   = GTO

Improvement

Sustainment

GTO Painter's Palette

The GTO Story of Old MacDonald's Farm

A GTO fable

It is early spring in Lancaster County. Farmer McDonald has a farm. He needs to make sure there are crops for the winter and that he has supplies to grow them.

GTO 1
Needs and resources

MacDonald's goal is to have a bountiful harvest.

GTO 2
Goals

There are many ways to grow crops. He must consider things like irrigation.
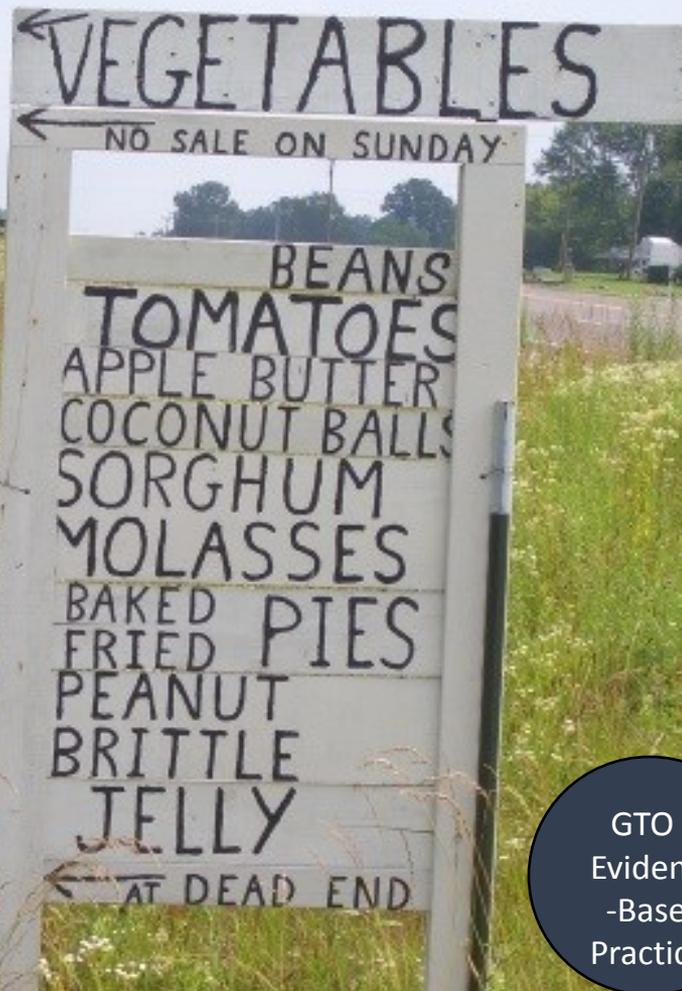
GTO 3 Evidence-Based Practices
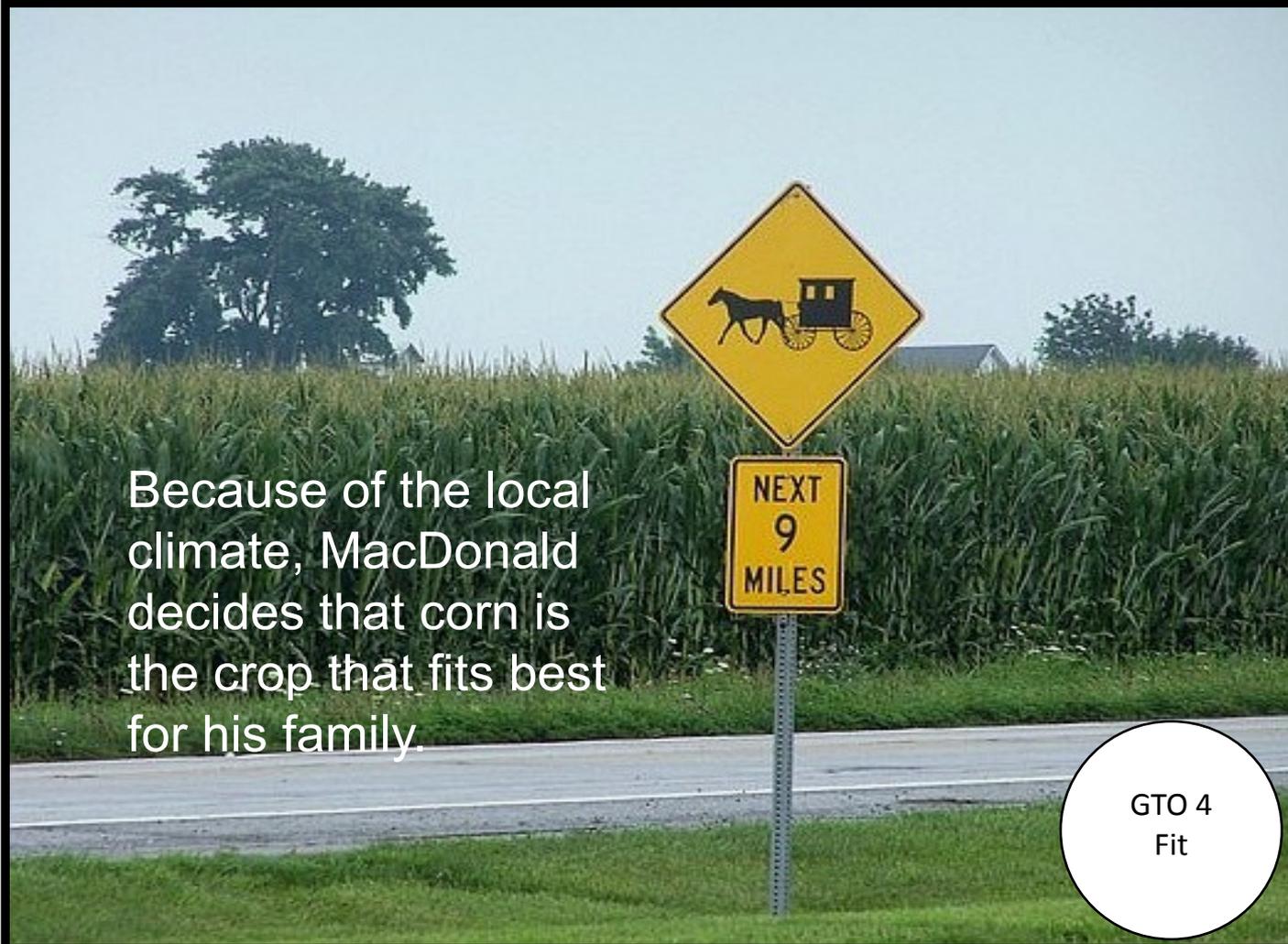
Because of the local climate, MacDonald decides that corn is the crop that fits best for his family.

GTO 4
Fit

GTO 5
Capacities

MacDonald requires many different types of supplies and skills to grow his corn.

MacDonald develops a good plan to grow his crops.

GTO 6 Planning

GTO 7
Implementation and Process Evaluation

After MacDonald put his plan in place, he monitors to see how his crops are growing.

MacDonald had a wonderful harvest. It is time to feast!

GTO 8 Outcome Evaluation

MacDonald learns from his experiences, and thinks of ways to grow his crops even better.

GTO 10
Sustainability

MacDonald plans to have a great harvest every year by planning and implementing with quality!

Accountability Questions	Relevant Literatures
1. What are the underlying needs and conditions that must be addressed? (NEEDS/RESOURCES)	1. Needs/Resource Assessment
2. What are the goals, target population, and objectives? (i.e., desired outcomes)? (GOALS)	2. Goal Setting
3. What science (evidence) based models and best practice can be used in reaching the goals (BEST PRACTICE)?	3. Consult Literature on Science Based and Best Practice Programs
4. What actions need to be taken so the selected practices "fits" the community context? (FIT)	4. Feedback on Comprehensiveness and Fit of Program
5. What organizational capacities are needed to implement the practices? (CAPACITIES)	5. Assessment of Organizational Capacities
6. What is the plan ? (PLAN)	6. Planning
7. Is the practice being implemented with quality (IMPLEMENTATION/PROCESS) EVALUATION)	7. Process evaluation
8. How well is the practice working? (OUTCOME EVALUATION)	8. Outcome and Impact Evaluation
9. How will continuous quality improvement strategies be included? (CQI)	9. Total Quality Management; Continuous Quality Improvement
10. If the practice is successful, how will it be sustained? (SUSTAIN)	10. Sustainability and Institutionalization

Accountability Question		Nation	State	County	Commu-nity	Organi-zation	Provider	Patient
1	Needs/ Resources							
2	Goals							
3	Best Practice							
4	Fit							
5	Readiness (Motivation X Capacity)							
6	Plan							
7	Process							
8	Outcome Evaluation							
9	Improve							
10	Sustain							

Accountability Question	Nation	Region	Municipality	School	Teacher	Student
1 Needs/ Resources						
2 Goals						
3 Best Practice						
4 Fit						
5 Readiness (Motivation X Capacity)						
6 Plan						
7 Process						
8 Outcome Evaluation						
9 Improve						
10 Sustain						

Accountability Question	Nation	Region	Municipality	Organization	Board	Worker	Resident
1 Needs/ Resources							
2 Goals							
3 Best Practice							
4 Fit							
5 Readiness (Motivation X Capacity)							
6 Plan							
7 Process							
8 Outcome Evaluation							
9 Improve							
10 Sustain							

CHARTOON
Abridged classics

WAR AND PEACE
Everyone is sad. It snows.

THE GRAPES OF WRATH
Farming sucks. Road trip! Road trip sucks.

DON QUIXOTE
Guy attacks windmills. Also, he's mad.

THE SUN ALSO RISES
Lost generation gets drunk. They're still lost.

MOBY DICK
Man vs. whale. Whale wins.

ULYSSES
Dublin, something, something, something, run-on sentence.
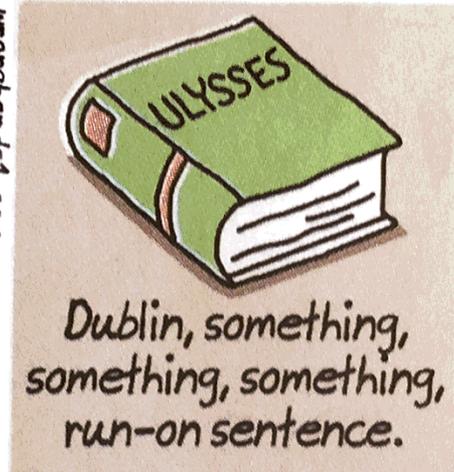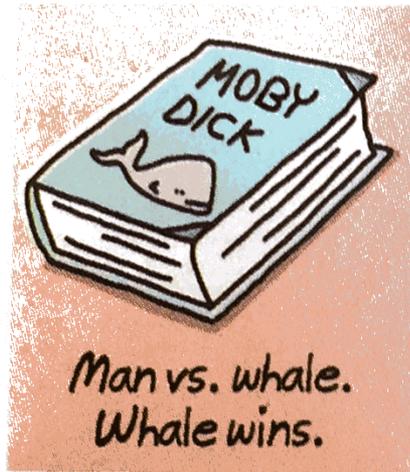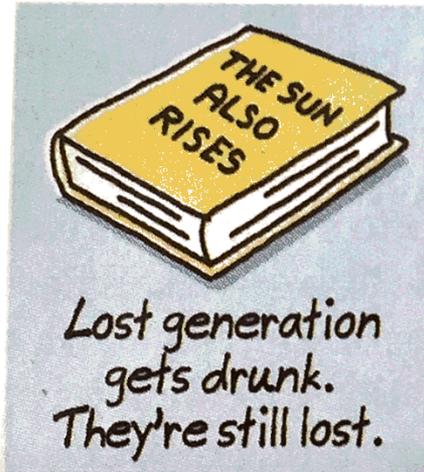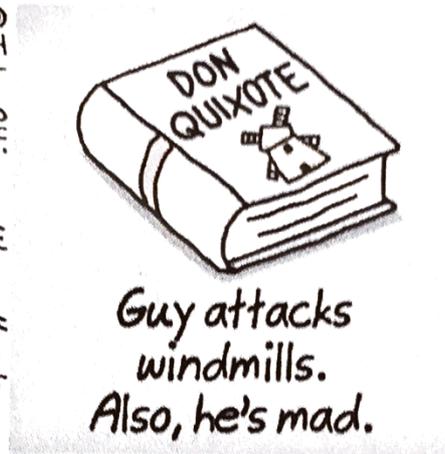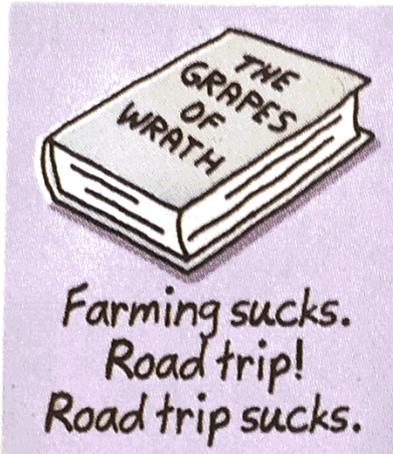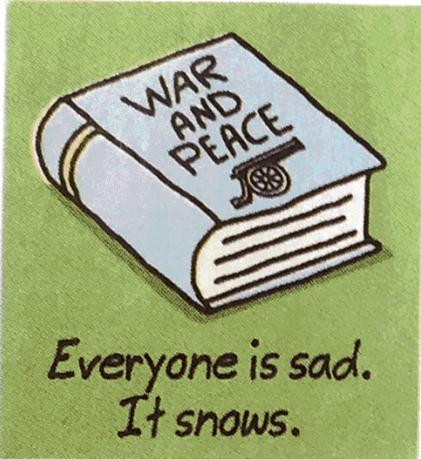
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