

Organizational Readiness to Change Assessment (ORCA)

Objective: Integrate an organizational readiness to change assessment (ORCA) into existing implementation studies or projects within the VA in order to improve management of implementation projects, and broader validation of the ORCA instrument.

What: The ORCA is a structured survey instrument developed by the Ischemic Heart Disease Quality Enhancement Research Initiative (QUERI), and initially validated in 3 projects.

Why: The ORCA study will prospectively assess organizational factors such as culture, leadership support and team member role clarity, that are predicted to affect implementation of evidence-based clinical practice changes. The purpose is to:

- (a) work with implementation project or study teams to develop strategies to address potential problems identified by the ORCA, and
- (b) statistically analyze organizational factors as predictors of implementation outcomes in order to better validate the instrument across different clinical settings.

Who: ORCA study team (Christian Helfrich and Dean Blevins with researchers from the QUERIs for Mental Health and Ischemic Heart Disease) partnering with existing implementation projects or studies.

When: ORCA will be fielded as part of the existing implementation project or study, according to the main project / study timeline. The ORCA is intended to be fielded at least twice; once at baseline and once at a second point determined in consultation with the implementation project / study staff.

How: The ORCA can be fielded using a Web-based application managed by the ORCA study team, or by the implementation project / study. The ORCA study team will request the survey and implementation outcome data for use in a separate merit review study (the ORCA study) to conduct a cross-project, statistical validation.

What we need from partner projects (implementation project / study):

- Collaboration to fit the ORCA into the partner project:
 - Provide copy of partner implementation project / study protocol.
 - Review the ORCA instrument to identify questions and subscales that are (a) applicable to the project, and (b) appear useful to know for implementation;
 - Work with ORCA study investigators to specify, a priori, which ORCA subscales would be expected to affect implementation outcomes.
 - Developing a protocol on how the instrument will be used in the implementation project / study, including when and to whom the ORCA instrument would be administered.
 - Provide a co-investigator to serve on the ORCA merit review study (should be someone interested in organizational assessment).
- Commitment within each project team to collect the following data:
 - **Field the ORCA at two time points:**
 - **A baseline assessment (when the project is known to respondents but not yet begun);**
 - **And a follow-up assessment at a point when implementation would be predicted to have been achieved.**
 - **Measure implementation outcomes (i.e., measures of the appropriate, sustained use of the new practice or technology being implemented).**
 - **Field a 9-item morale instrument, the Job Satisfaction Index, along with the ORCA to be used for discriminant / convergent validity.**