Key Steps in Implementation Facilitation

Purpose

This document presents a list of key steps associated with most implementation facilitation efforts. It builds upon information provided in the Implementation Facilitation Training Manual v3 (see link to the Manual at the end of the document). This list is not meant to be exhaustive nor detailed. Specific locations in the Manual with more detail on the steps are included with the step description. The purpose of this document is to convey concise, high-level information about the implementation facilitation process.

Overarching Principles

There are several overarching principles in implementation facilitation. Two of them are: (1) ensuring that the facilitator is available through all phases of the implementation process; and (2) monitoring of facilitator wellbeing, including built-in supports to enhance facilitator effectiveness, throughout the process.

Key Steps

- Identify the Implementation Facilitation model that will be used for the project. Examples include, but are not limited to:
    - External Facilitator paired with an Internal Facilitator
    - External or Internal Facilitator only
    - Additional information can be found in the Implementation Facilitation Training Manual v3, Chapter 3, Section I, pp. 16-18

- Create or obtain an *Implementation Planning Guide* template for the Innovation.
    - If you, as a facilitator are not a subject matter expert on the Innovation, develop the *Implementation Planning Guide* template in collaboration with developers of the Innovation or subject matter experts
    - Additional information can be found in the Implementation Facilitation Training Manual v3, Chapter 4, Section II, pp. 26-27. Instructions for creating templates and examples of existing templates can be found in Appendices B-1, B-2, and B-3, pp. 145-161

- Conduct a baseline formative evaluation involving key stakeholders to identify implementation barriers and facilitators
    - Identify/confirm a site-specific definition of success with regards to the Innovation
    - Document any healthcare disparities that exist or may arise for specific populations as part of implementation and determine if they will be a focus of facilitation efforts
    - Evaluate feasibility and acceptability of implementation
    - Additional information can be found in the Implementation Facilitation Training Manual v3, Chapter 4, Section IV, pp. 36-41

- Identify and engage a local site champion and other implementation team members who will meet regularly, conduct implementation, and monitor progress toward site-specific goals.

Key Steps (Cont'd)

- Using the *Implementation Planning Guide* Template, collaboratively adapt and complete this document to establish an initial, site-specific implementation plan with the implementation team. This is done with an understanding that the initial plan will likely need to be further refined based on what is learned throughout the implementation process.
    - Although a later step involves developing a *formal* Sustainability Action Plan (SAP) with the implementation team, factors that impact sustainability should be addressed as much as possible in initial implementation planning as well.
    - Instructions for completing the site-specific *Implementation Planning Guide* can be found in the Implementation Facilitation Training Manual v3, Chapter 4, Section VIII, pp. 54-57. An example of a completed *Implementation Planning Guide* can be found in Appendix B-4 pp.162-167

- Develop and enact plans for regularly updating stakeholders from multiple organizational levels, including senior and midlevel leadership. This is an ongoing process and should include active monitoring of stakeholder turnover to ensure training and/or engagement is addressed when turnover occurs.

- Conduct ongoing problem identification and problem-solving during implementation, including provision of distinct implementation strategies based on the identified needs of the site. Examples include:
    - Providing regular, systematic site- and individual-level audit and feedback of data
    - Conducting Plan-Do-Study-Act (PDSA) process improvement cycles
    - Conducting workflow mapping
    - More information on these processes are described in the Implementation Facilitation Training Manual v3, Chapter 5, Sections VI - IX, pp. 67-80

- Collaboratively develop a Sustainability Action Plan (SAP) with the implementation team. This can include:
    - Establishing steps to facilitate ongoing monitoring and maintenance of gains
    - Identifying mechanisms for institutionalizing the innovation (e.g., "building in" to ongoing operations at the site the people and processes needed to continue implementation)
    - Ensuring resources and personnel are available to grow or adapt the program as needed
    - Instructions for preparing a SAP can be found in the Implementation Facilitation Training Manual v3, Chapter 6, Section II, pp. 87-89. An example of a completed SAP can be found in Appendix J-1, p. 211

Ritchie MJ, Dollar KM, Miller CJ, Smith JL, Oliver KA, Kim B, Connolly, SL, Woodward E, Ochoa-Olmos T, Day S, Lindsay JA, Kirchner JE. Using Implementation Facilitation to Improve Healthcare (Version 3). Veterans Health Administration, Behavioral Health Quality Enhancement Research Initiative (QUERI), 2020. Available at: https://www.queri.research.va.gov/tools/implementation.cfm