Tuesday, November 10
2:15 - 3: 15 PM

IS Workshop: Session 2 Facilitator Breakout Guideline

Implementation Mapping: Formative work (problem, EBP fit, implementation determinants, stakeholders, team)

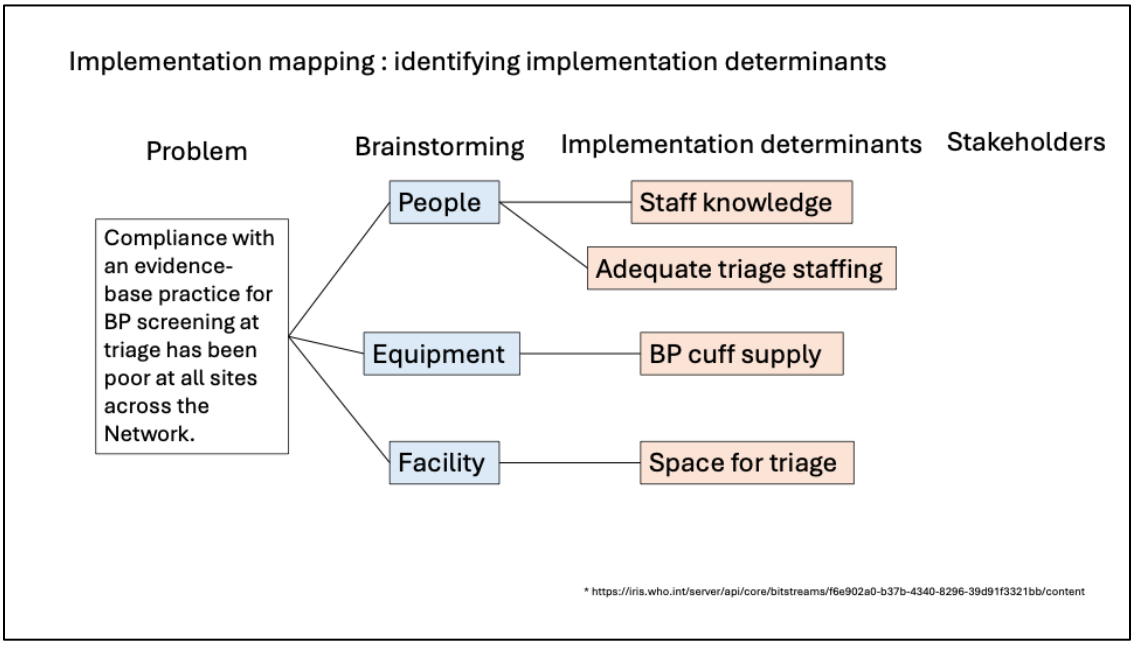
Session 2 Learning Objectives:

1. Think of an evidence-based practice that you have been trying to implement across your site.
2. Describe some of the implementation determinants that are affecting uptake.
3. Identify the stakeholders for each.
4. Describe 2 characteristics of an effective implementation team.

Team: _____ Date: _____
Team members:

Case Study

WHO recommends that clients 18 years and older regularly receive blood pressure (BP) screening. You initiated it at triage at sites across the Network. Compliance has been poor.



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WHO EBP

WHO recommendation for blood pressure screening

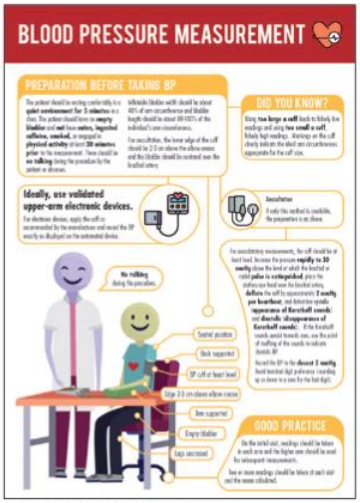
- Who: all adults (18 years and older)
- When
  - At each routine primary care visit.
  - At first presentation to a facility.
- If normal, every 1-5 years.
- If elevated, refer for immediate followup.



https://www.who.int/publications/i/item/WHO-NMH-NVI-18-2

WHO: how to measure blood pressure

- Use appropriate size cuff, ensuring that it is properly positioned on the arm.
- Patient should be sitting with back support, legs uncrossed, empty bladder, relaxed for 5 minutes and not talking.
- For patient's first measurement, take two measurements. Use the second reading.



Padwal R, et al. Lancet 2019;37:1737.

Breakout 2 Session Goals:

- Identify gaps in what you know about key implementation determinants.
- Identify key stakeholders.
- Determine if undertaking an implementation project to improve compliance with the EBP at triage is feasible for your organization.
- Identify key members of the implementation team for this project.

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Part 1: Prompt Questions: Understanding the Problem

Problem: Compliance with an evidence-base practice for BP screening at triage has been poor at all sites across the Network.

1. Does the EBP address that gap that we have identified?

_____
_____

_____
_____

2. What are implementation determinants you might encounter?

_____
_____

_____
_____

3. Who are the stakeholders who are involved in implementing the EBP?

☐ Patients ☐ Nurses ☐ MAs ☐ Providers ☐ Procurement ☐ Leadership ☐ Other

_____
_____

Part 2: Prompt Questions: Evaluating the EBP

1. Is this EBP relevant at our site? Does it address our clinic population?

2. Quality of Evidence: ☐ Very Strong ☐ Strong ☐ Moderate ☐ Limited

Part 3: Identifying resources

Think about the following four factors that might influence uptake of the EBP:: staff knowledge, adequate triage staff, BP cuff supply, and triage space. What would each entail? Who would do it? What resources would they need?

Implementation determinants	What would this entail?	Who would do it?	What resources would they need?	Could we do it? Y/N
Staff knowledge				

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Adequate triage staff				
BP cuff supply				
Triage space				

Modified from Proctor, et al. Implementation Science 2013;8:139.

Part 4: Identifying stakeholders

Stakeholders:
Who will be affected by the EBP?

Stakeholders:

Name	Cadre	Role in organization

Part 4: Building your team

Your team:
Most of the team members should be implementers. Also think about who will deliver the EBP (intervention). Consider including one or two of them to your team.

Implementation Team:

Name	Cadre	Role in organization

Part 5: Go/no go:

Is this feasible to implement in our system?

_____
_____

Explain your decision:

_____
_____

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Pair and Share Preparation

Key Findings:

1. EBP fit

_____

_____

2. Stakeholders

_____

_____

3. Implementation team

_____

_____

Next Steps:

1.

_____

_____

2.

_____

_____

3.

_____

_____

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3:30 PM - 4:45 PM

IS Workshop: Session 3 Facilitator Breakout Guideline

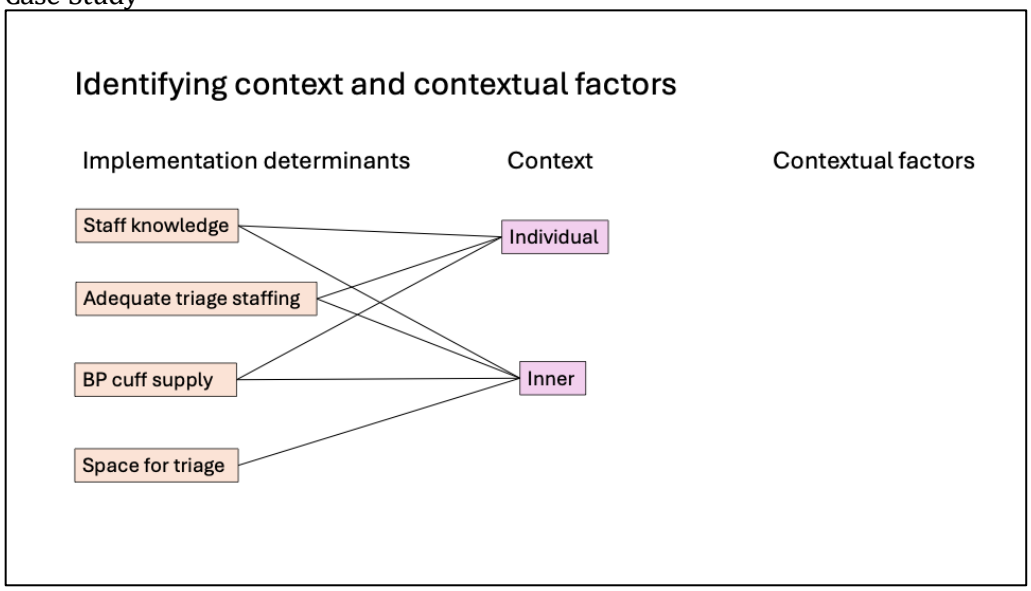
Implementation Mapping: Evaluating context and contextual factors

Session 3 Learning Objectives

1. Use the CFIR framework to categorize implementation determinants in your work environment.
2. Categorize the CFIR context for each of the stakeholders in your work environment.
3. Explain how stakeholders in each of these contexts in your work environment will be affected by this project.
4. Describe techniques that you could use with stakeholders to gather information regarding contextual factors that may be implementation determinants.

Team: _____ Date: _____
Team members:

Case Study



Describe evolution of this diagram from session 2.
For this session, we will consider four implementation determinants (staff knowledge, adequate triage staffing, BP cuff supply, and space for traige.) and two contexts (individual and inner). .

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Breakout Session 3 Goals:

- Align each implementation determinants with its CFIR context.
- Identify 2 contextual factors for each implementation determinants What do you need to know about each contextual factor to implement the EBP? Do you know enough?
- Describe 2 strategies for gathering information.

Part 1: Review CFIR Characteristics/Contexts and information gathering strategies

Individuals: Who are the people who will be involved in implementing the Intervention?

- Who are they? Include implementation facilitators and innovation deliverers.
- Need: The individual(s) has deficits related to survival, well-being, or personal fulfillment, which will be addressed by implementation and/or delivery of the innovation.
- Capability: The individual(s) has interpersonal competence, knowledge, and skills to fulfill Role.
- Opportunity: The individual(s) has availability, scope, and power to fulfill Role.
- Motivation: The individual(s) is committed to fulfilling Role.

Inner Setting:

- Mission Alignment: Implementing and delivering the innovation is in line with the overarching commitment, purpose, or goals in the Inner Setting.
- Structural Characteristics: Infrastructure components support functional performance of the Inner Setting. Includes physical infrastructure (Layout and configuration of space and other tangible material features support functional performance of the Inner Setting) and workforce infrastructure
- Relative Priority: Structural characteristics: Implementing and delivering the innovation is important compared to other initiatives.
- Available Resources

Adapted from https://cfirguide.org/downloads/implementation-research-worksheet

Part 2: Prompt Questions: Determine context

Consider the four implementation determinants you identified in Session 2. Who is an implementer? Who will deliver the innovation? Identify a CFIR context(s) for each.

Implementer: will deliver the implementation strategies that you identify to improve compliance with BP screening.
Intervention deliverer: will participate in BP screening. Remember this includes anyone who is involved, not just direct patient contact.

Implementation determinant	CFIR context	Implementer or innovation deliverer?
Staff knowledge		
Adequate triage staff		
BP cuff supply		
Triage space		

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Part 3: Contextual factors: Individuals

Think about the stakeholders for staff knowledge and BP cuff supply whom you have identified. Define two contextual factors (capability and motivation) for each. Do you know enough now to determine how they will affect your ability to implement the EBP? Do you need to gather more information?

Staff knowledge	**Stakeholder**	**Role**	**Contextual factors**			
			Capability		Motivation	
			Know	Don't know	Know	Don't know
Implementer						
Innovation deliverer						
BP cuff supply						
Implementer						
Innovation deliverer						

Adapted from https://cfirguide.org/downloads/implementation-research-worksheet

Part 4: Contextual factors: Inner Setting

What role do mission alignment, relative priority, and available resources play regarding staff knowledge and BP cuff supply? Think about the information that you need from stakeholders to understand training capacity and supply chain.

Contextual factors	Staff training	BP cuff supply	Know	Don't know
Training capacity				
Supply chain				

Adapted from https://cfirguide.org/downloads/implementation-research-worksheet

Part 5: Information Gathering

What more do you need to know to implement the EBP?

implementation determinants	Context	Contextual factors	Know	Don't know	Method for information gathering
Staff knowledge	Individual				
	Inner setting				
BP cuff supply	Individual				
	Individual				

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	Inner setting				

The point here is to simplify this by identifying one contextual factor for each of the contexts. For example, an individual contextual factor for training would be staff knowledge. An inner setting contextual factor for training would be availability of a content expert who could write a curriculum.

How will you obtain information?

☐ Data Review ☐ Surveys ☐ Focus Groups ☐ Key Informant Interviews ☐ Other

Notes:

_____
_____

Pair and Share Preparation

Know:

1.

_____
_____

2.

_____
_____

Don't know:

1.

_____
_____

2.

_____
_____

Strategies for information gathering:

1.

_____
_____

2.

_____
_____

Key Recommendation:

_____
_____

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8:05 AM - 9:00 AM

IS Workshop: Session 4 Facilitator Breakout Guideline

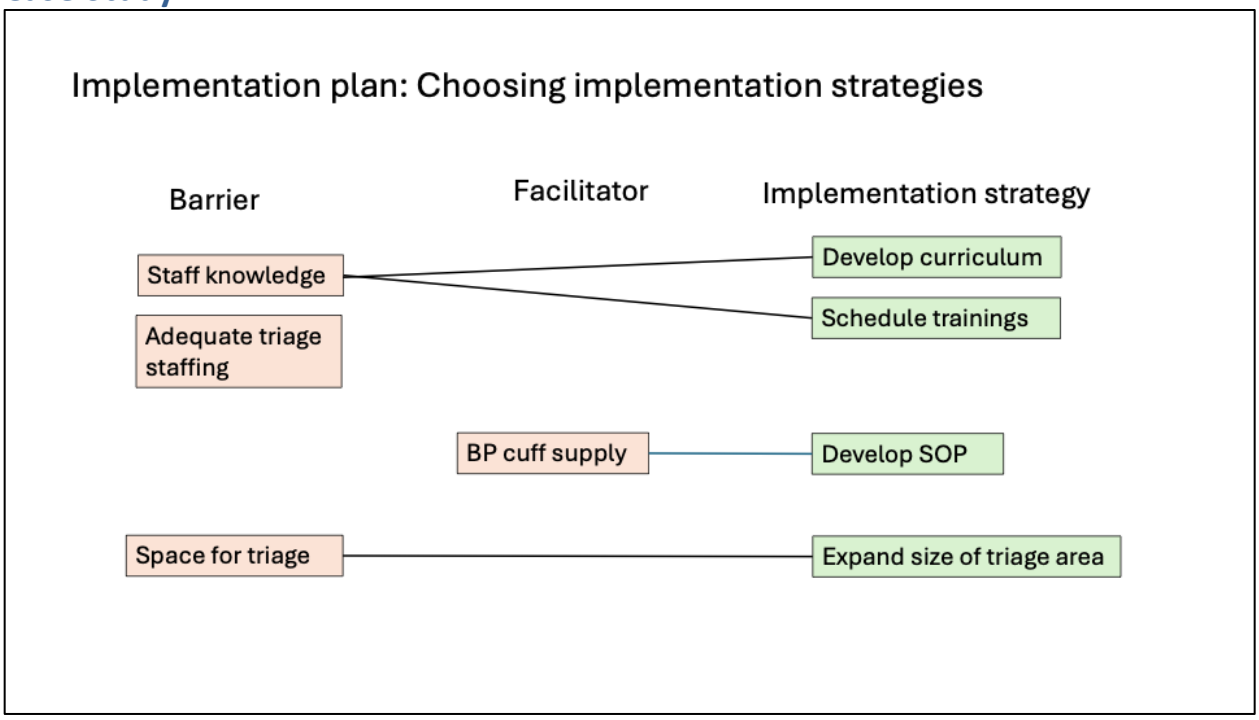
Implementation plan: classifying contextual factors as facilitators/barriers

Session 4 Learning Objectives

1. Characterize the implementation barriers.
2. Identify a facilitator for each barrier.
3. Develop implementation strategies.
4. Prioritize the implementation strategies.

Team: _____ Date: _____
Team members:

Case Study



Describe evolution of this diagram from session 3.

Breakout Session 4 Goals:

1. Characterize the implementation barriers

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2. Identify a facilitator for each barrier.
3. Develop implementation strategies.
4. Choose two implementation strategies to pursue.

Part 1: Review CFIR Implementation Process

Focus on definitions of barriers and facilitators.

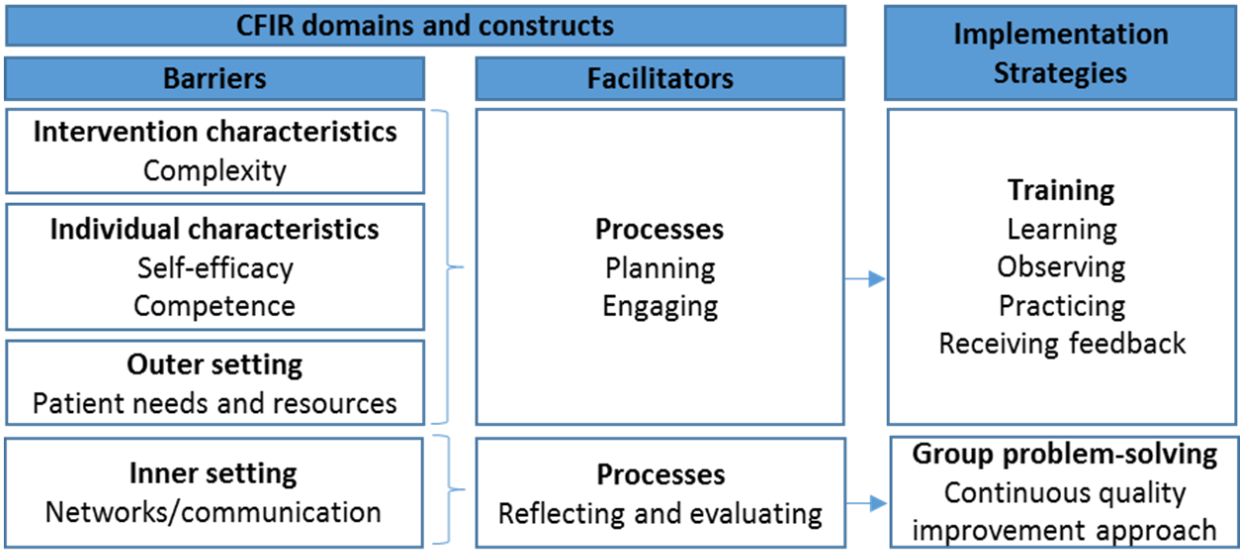

Figure 1. Consolidated Framework for Implementation Research

Part 2: Choose Implementation Strategies

Categorize each barrier/facilitator as either a barrier or a facilitator. Choose an implementation strategy for each.

	Barrier(s)	Facilitator(s)	Implementation strategy
Staff knowledge			
Adequate triage staffing			
BP cuff supply			
Space for triage			

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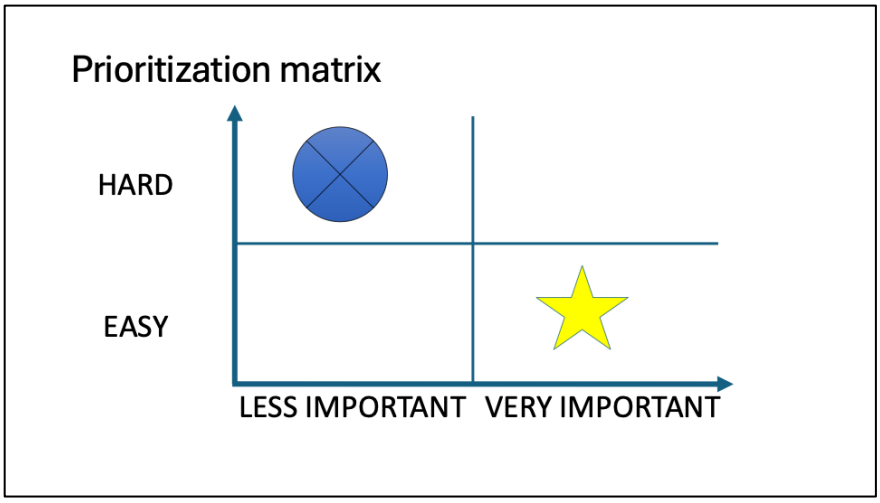
Part 3: Prioritize Implementation Strategies



Pair and Share Preparation

Choose two implementation strategies and explain why you chose them.

Implementation Strategy	Why?

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IS Workshop: Session 5 Facilitator Breakout Guideline

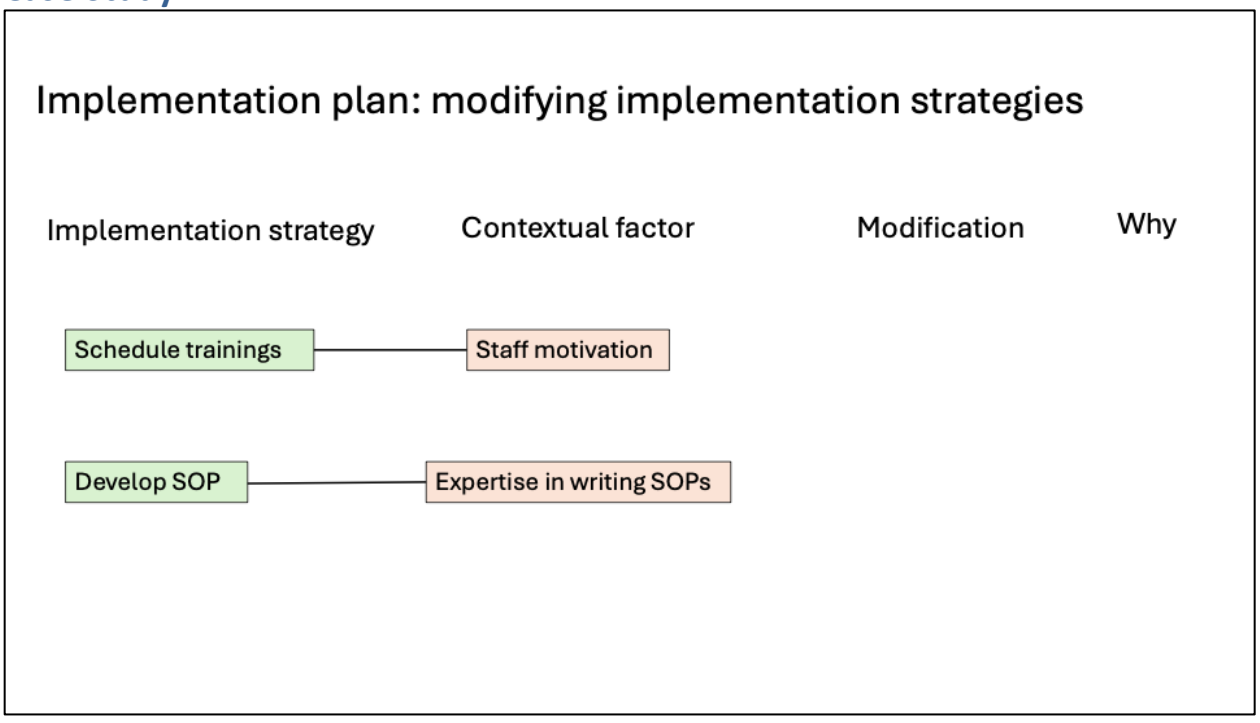
Implementation plan: modifying and prioritizing implementation strategies

Session 5 Learning Objectives

1. Identify contextual factors that you would need to consider when using scheduling training as an implementation strategy at your sites.
2. Describe a modification for the implementation strategy.
3. Demonstrate how you would prioritize the modifications.

Team: _____ Date: _____
Team members:

Case Study



Describesevolution of this diagram from session 4.

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Breakout Session 5 Goals:

1. Describe a modification for one of the implementation strategies in session 4.
2. Prioritize the three modified actions using the prioritization matrix.
3. Choose two actions to implement.

Part 1: Review FRAME-IS modules 1-3

- WHAT: content, evaluation, training, context (format, setting, personnel, population, other)
- NATURE: tailoring, adding elements, removing elements, condensing or lengthening, loosening structure, other
- GOAL: increase reach, increase adoption, increase feasibility, other

Part 2: Modify and Prioritize Implementation Strategies

Think back to session 3. What were some of the contextual factors that could impact the effectiveness of an implementation strategy? For each implementation strategy, consider the associated contextual factor. For schedule trainings, staff motivation is a barrier. For write SOP, there is a senior procurement officer on the SOP committee.

Apply the FRAME-IS tool to the modifications in this example:

Implementation strategy	Contextual factor	What	Nature	Goal	Modification
Schedule trainings	Staff are not motivated to attend additional meetings.				
Write SOP	Senior procurement officer on SOP committee				

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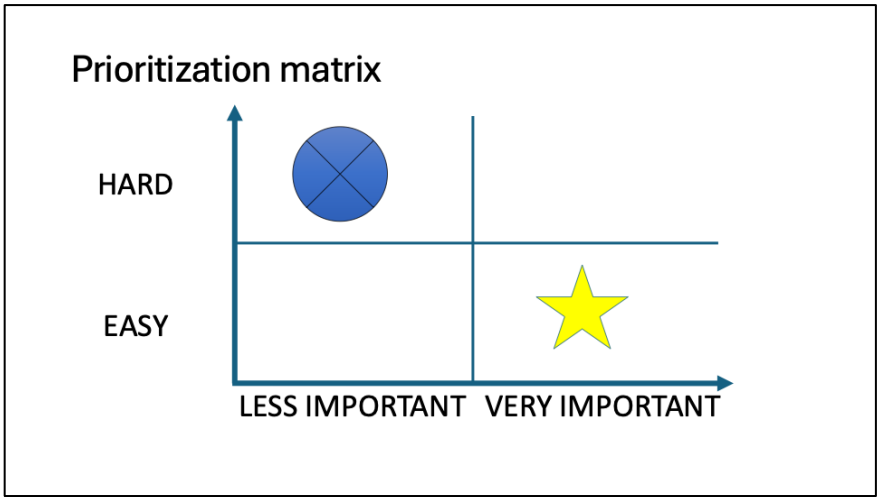

Pair and Share Preparation

Present the process for the modification that you prioritized first, including facilitator/barrier, what, nature, and goal.

Wednesday, 11 November
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IS Workshop: Session 6 Facilitator Breakout Guideline

Evaluation

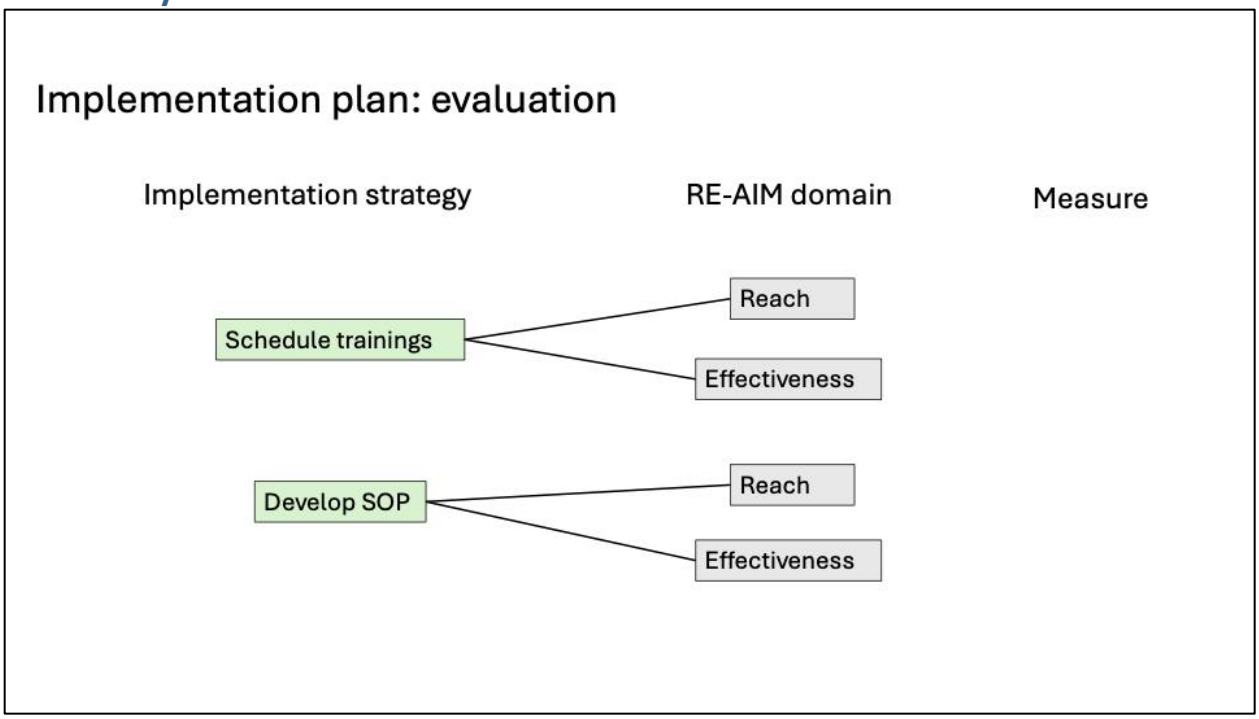
Session 6 Learning Objectives

1. Define each domain of the RE-AIM tool as it might apply to an implementation project that you would like to initiate in your work environment.
2. Characterize each domain as either an intervention or an implementation outcome.
3. Identify relevant data points for each that are accessible in your work environment.
4. Create a data collection plan for your project (optional).

Team: _____ Date: _____

Team members:

Case Study



Describe evolution of this diagram from session 5

Breakout Session 6 Goals:

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10: 15 AM - 11:00 AM

1. Identify one measure for each implementation strategy action. Include the source for each measure.
2. Define the CFIR domain (individual and inner setting) and RE-AIM dimension for each.

Part 1: Review of RE-AIM

Construct	Definition
Reach	The number, proportion, and representativeness of individuals who are willing to participate in an intervention
Effectiveness	The impact of an intervention on important outcomes, including potential negative effects, quality of life, and economic outcomes
Adoption	The absolute number, proportion, and representation of settings and intervention agents who are willing to initiate an intervention
Implementation	The intervention agents' fidelity to the various components of an intervention's protocol (e.g., delivery as intended)
Maintenance	The extent to which an intervention or policy becomes institutionalized or part of routine practice and policy

National Institutes of Health. (2019). *Implementation science at a glance: A Guide for Cancer Control Practitioners* (No. 19-CA-8055). U.S. Department of Health & Human Services. https://thecenterforimplementation.com/toolbox/nci-implementation-science-at-a-glance

Part 2: Identify and characterize measures

Focus on reach (eg. number of staff trained), effectiveness (eg. BP inventory in triage), and adoption (eg. number of triage clients who have had BP taken).

Action	Measure	Definition of measure	CFIR domain	RE-AIM dimension	Data source	Data collection plan (optional)

Pair and Share Preparation

1. Describe one measure that you have chosen.
2. Include the definition and source.

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IS Workshop: Session 7 Facilitator Breakout Guideline

Implementation plan: operationalizing strategy

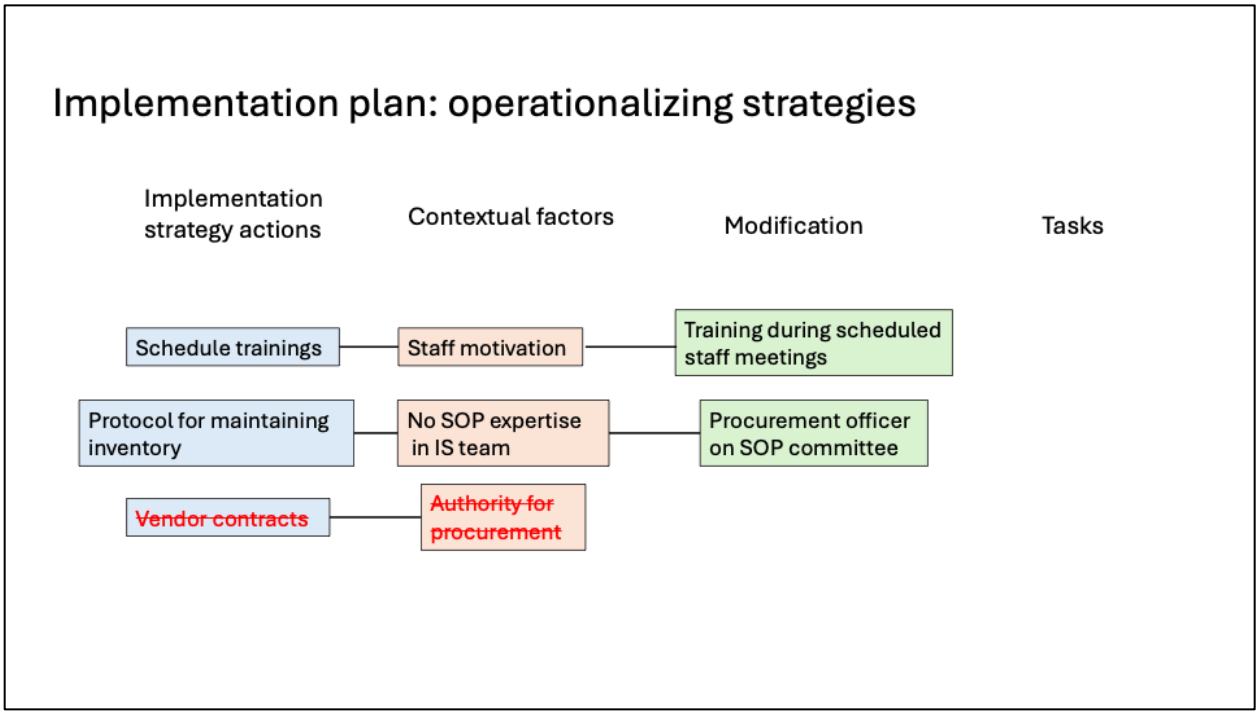
Session 7 Learning Objectives

1. Develop a timeline for modifying and initiating implementation strategies that would be feasible in your work environment.
2. Identify tasks and personnel responsible for each.
3. Develop a plan to monitor and modify the implementation plan.
4. Consider challenges that you may have with the roll out.

Team: _____ Date: _____

Team members:

Case Study



Describe evolution of this diagram from session 6.

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Breakout Session 7 Goals:

1. Describe two tasks that must be completed to accomplish each implementation strategy action that you have prioritized. Who will perform them? When?
2. Develop a plan to monitor and modify the implementation plan.
3. Identify one challenge that you may have with the roll out of each action. How might you address them?

Part 1: Review approach to operationalizing an implementation strategy

Feature	Implementation strategy	Implementation plan
Purpose	**What** will be done and **why.**	**How, who**, and **when** work will be completed.
Scope	What is the best **approach** to achieve the desired outcome?	What **specific steps** are needed to carry out the approach?
Content	Organized around a conceptual model or framework.	**Actionable** schedule with tasks, responsibilities, milestones, and deliverables.
Outcome measure	Successful implementation of an intervention.	**Timely completion** of tasks, milestones, and deliverables.
Example	Train staff to take blood pressure measurements.	1. Over the next two weeks, develop effective training curriculum 2. Within the next month, schedule trainings for all staff. 3. Complete trainings within next two months.

Features	Initial plan	Monitoring plan
Function	Operationalize implementation strategy.	Adapt implementation plan to achieve completion of tasks.
Elements	Tasks, who, by when.	Measure, monitoring frequency, modification.
Measures	Adoption of intervention.	Completion of tasks.
Examples	Over the next two weeks, develop effective training curriculum.	Knowledge acquisition (post-test scores 80% or better).

Part 2: Develop project tasks, accountabilities, and timeline

Reflect on the modifications that you made to each of the actions listed in the grid below. What are the specific tasks that must be accomplished to complete the modified action?

Initiating implementation

Implementation strategy	Action	Tasks	Who	By when	Resources needed	Comments
Training for triage staff	Schedule trainings					

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Reliable supply chain for BP cuffs	Protocol for maintaining inventory					

Monitoring implementation

Action task	Measure	Monitoring frequency	Modification strategy	Who is responsible?

Modified from https://www.implementationpractice.org/wp-content/uploads/2021/05/NIRN-CIP-Implementation-Plan-Template-and-Examples-fillable-v1.pdf

Pair and Share Preparation

1. Choose one task for which you have identified a challenge.
2. Describe the timeline for accomplishing it in detail.
3. Explain your approach to identifying and addressing the challenge.