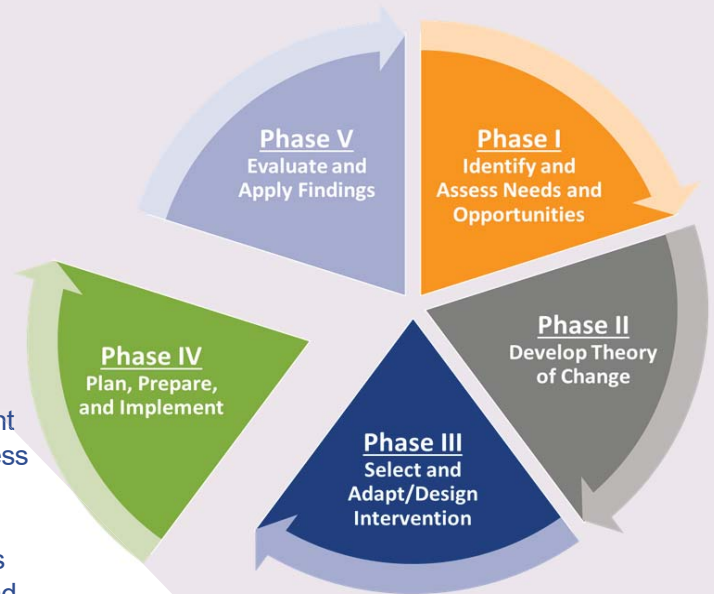




Change Management Phase IV: Plan, Prepare, & Implement



Phase IV: Plan, Prepare and Implement

In phase IV, the organization has to plan, prepare and implement the selected intervention that was identified in phase III to address the need. It is important in this phase to lay the groundwork for successful implementation of a new program/practice/intervention as well as plans for an appropriate evaluation that assesses fidelity (whether the program was implemented as expected) and beginning plans for short and long-term outcome evaluation.

Step 7 - Assess readiness and plan for implementation of the intervention.

The purpose of this step is to determine whether an organization has the infrastructure and resources in place to implement an intervention successfully and lay the groundwork for successful intervention .

In this step, you should consider whether there are the necessary **capacities** in place for successful implementation. In this phase you should also consider what research questions you want to answer including how fidelity of the implementation will be measured. A few tasks or milestones are identified below. Milestones are indicators of success for the step. It may not be necessary to achieve every milestone in order to successfully move your work forward.

CAPACITIES INCLUDE:

- Resources
- Infrastructure
- Knowledge & skills
- Organizational culture and climate
- Engagement & partnership

Primary tasks or milestones of this step include:

- [] Establish leadership/teaming structure
- [] Assess readiness and identify needs for implementation
- [] Develop strategies to address needs
- [] Develop implementation plan and select sites
- [] Design evaluation plan

Tip: Site selection requires more than just willingness. It is important to generate buy-in at all levels and assess on-site resources to be successful in implementation.

Step 8 - Build Capacity to Support Intervention

The purpose of this step is to identify any needs or gaps in the organization that would inhibit successful implementation of an intervention. This step is meant to implement the plan created in the previous step to enhance organizational capacity. This ensures organizations have the ability and motivation to adopt and implement innovations.

Some questions to consider include what staff will be part of the implementation, how will they be trained, what skills are needed, how do you generate buy-in, and how will you know when your capacity is enhanced.

Specific tasks/milestones associated with this step include:

- There are sufficient capacities in place (i.e., resources, infrastructure, knowledge and skills, culture and climate, and engagement and partnership) to support site implementation
- There is an evaluation and data collection process in place
- There is a protocol in place to measure fidelity to the model

Step 9 - Pilot the Intervention

The purpose of this step is to pilot or stage the intervention prior to full scale implementation. Piloting allows you to determine if the program is implementing as intended and make adjustments prior to going to scale.

Some questions to consider include what selection criteria should be used for site selection, how will you know the intervention is being implemented as expected, and how/when will progress be reviewed.

Specific tasks/milestones associated with this step include:

- Launch the practice/program
- Achieve single site benchmarks (including reach and fidelity)
- Achieve multi-site benchmarks
- Adjust core components (if needed)
- Adjust implementation strategies (as needed).

How do I know I have successfully completed phase IV?

You are successfully through phase IV when you have built capacity to pilot or stage an intervention, made a change to practice (intervention), and examined fidelity of the change to your model.

Phase IV Resources

Assess Readiness/Plan for Implementation - The *Children's Bureau's Guide to Development, Implementing and Assessing An Innovation*, Volume 2 has several resources available, including an implementation supports assessment and planning tool starting on page 62.

Build Capacity to Support Implementation- *Bridge's Transition Model* is a framework for guide an organization through a transition to a new business model. This includes information on the stages of change.

Pilot/Stage Implementation-The *Children's Bureau's Guide to Developing, Implementing, and Assessing an Innovation*, volume 3 includes several resources on developing a fidelity assessment tool. The tool begins on page 39, but should be used in combination with other tools in the document.

Tip: The Capacity Building Center for Courts can provide you additional resources.