

**STAGES OF IMPLEMENTATION**

		<b>Pre-Exploration Stage</b>	<b>Exploration Stage</b>	<b>Installation Stage</b>	<b>Initial Implementation Stage</b>	<b>Full Implementation Stage</b>
		<b>Current State</b>	<b>Actively considering a change</b>	<b>Preparing for use of the innovation</b>	<b>Actively engaged in learning how to do and support the doing of the innovation</b>	<b>Actively working to make full use of the innovation as part of the organization's typical functioning</b>
<b>IMPLEMENTATION DRIVERS</b>	<b>Selection</b>	Human resource department does whatever it does to recruit and hire staff	Developing new job descriptions and pay scales	Developing new interview protocols with hiring criteria specific to the innovation	Interviews conducted by individuals with expertise in the innovation; using innovation-specific protocols and hiring criteria	Results of interviews are used to analyze data on staff performance and longevity; changes in interview methods are based on data analyses
	<b>Training</b>	Hire staff with particular degrees and years of experience	Developing/locating content specific to the core components of the innovation	Developing/locating specific content; preparing a workshop schedule; finding space;	Training conducted by individuals with expertise in the innovation using innovation-specific content; behavior rehearsal to criterion performance	Results of pre-post tests of knowledge and skills are used to analyze data on trainer and staff performance and longevity and used to improve specific sections of the training
	<b>Coaching</b>	A current employee is appointed to supervise practitioners	Actively recruiting a person with expertise in the innovation; new job description & pay scales	A person with expertise in the innovation has been hired; acceptable coach: practitioner ratios established; a coaching schedule is developed	Coaching occurs at least once a week for each practitioner; a staff development plan is established for each practitioner; coaching time is divided between direct observation, behavior rehearsal, and data reviews	At least annually practitioners rate their satisfaction with the helpfulness and quantity of coaching they receive; data on coaching frequency, duration, and helpfulness are used to analyze data on staff performance and longevity and used to improve coaching
	<b>Performance Assessment</b>	Supervisors provide their opinions regarding each practitioner's performance	Core components of the innovation are reviewed to see how they can be assessed in practice	A careful review has been conducted to align the content/criteria used in selection interviews and pre-service training with areas to be assessed in practice	The performance of each practitioner is assessed at least quarterly until performance criteria / fidelity is reached on a consistent basis; assessment methods include direct observation (live; recorded), data reviews, and consumer queries (e.g. satisfaction questionnaires)	At least annually practitioners rate their satisfaction with the helpfulness and promptness of reporting of performance assessments; practitioner performance data are used to analyze data on staff selection, training, and coaching and are used to improve performance assessment methods; process data are correlated with consumer outcome data
	<b>Decision Support Data Systems</b>	Information is collected regarding funding and issues related to regulations and compliance	Outlining areas relevant to the innovation in order to evaluate processes and outcomes	Active work is done to develop / locate appropriate measures of organizational functioning; staffing is arranged	The functioning of the organization with respect to the innovation is routinely measured and the results are reported monthly to practitioners, coaches, and administrators	Quarterly and annual reports display the results with respect to innovation and organizational processes and outcomes; at least annually staff members rate their satisfaction with the helpfulness and promptness of reporting of organizational assessments; staff routinely make decisions based on the reported findings
	<b>Facilitative Administration</b>	Organizational structures and functions are focused on compliance and cost containment	Senior administrators are examining changes needed to fully support the innovation	Specific plans are made to change organizational structures and functions, staff roles and functions, and financial allocations to fully support the innovation	Organizational structures and functions, staff roles and functions, and financial allocations are modified to fully support the innovation	Senior administrators make use of the decision support data system reports and other sources of information to assure integration of the selection, training, coaching, and assessment functions associated with the innovation; administrators at all levels look for ways to improve practitioner skill levels, satisfaction, and time with consumers
	<b>Systems Interventions</b>	Meetings are held with officials outside the organization for purposes of contracting and reporting	Senior administrators examine the fit between the innovation and system requirements outside the organization	Specific plans are made to meet with officials in external systems to change current requirements to more fully align systems to support the innovation	Organized effort is put into working with leaders in external systems to align their structures and functions to fully support the innovation	Senior administrators make use of the decision support data system reports and other sources of information to continue to educate leaders in external systems to continue to influence those systems to more fully support the practitioners' work with consumers and the organization's support for practitioners