

# Measuring Organizational Readiness for Implementation

An Opportunity for Collaboration with CPCRN Members



This presentation is supported by the Centers for Disease Control and Prevention of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award with 100 percent funded by CDC/HHS (Cooperative Agreement Number U48 DP006400). The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CDC/HHS, or the U.S. Government.

**R**eadiness =  
**M**otivation x General **C**apacity x  
Innovation-Specific **C**apacity

$$R = MC^2$$

## COMMENTARY

### A PRACTICAL IMPLEMENTATION SCIENCE HEURISTIC FOR ORGANIZATIONAL READINESS: $R = MC^2$

Jonathan P. Scaccia, Brittany S. Cook,  
Andrea Lamont, Abraham Wandersman,  
Jennifer Castellow, and Jason Katz  
*University of South Carolina*

Rinad S. Beidas  
*University of Pennsylvania*

*There are many challenges when an innovation (i.e., a program, process, or policy that is new to an organization) is actively introduced into an organization. One critical component for successful implementation is the organization's readiness for the innovation. In this article, we propose a practical implementation science heuristic, abbreviated as  $R = MC^2$ . We propose that organizational readiness involves (a) the motivation to implement an innovation, (b) the general capacities of an organization, and (c) the innovation-specific capacities needed for a particular innovation. Each of these components can be assessed independently and be used formatively. The heuristic can be used by organizations to assess readiness to implement and by training and technical assistance providers to help build organizational readiness. We present an illustration of the heuristic by showing how behavioral health organizations differ in readiness to implement a peer specialist initiative. Implications for research and practice of organizational readiness are discussed. © 2015 Wiley Periodicals, Inc.*



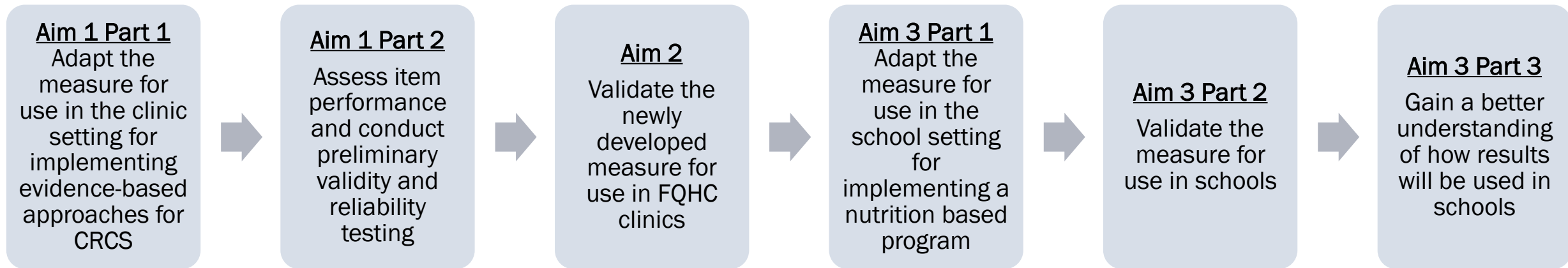
WANDERSMAN  
CENTER

# Readiness & Health Equity

- Assessing and building readiness for implementation can improve equitable implementation of EBIs.
  - The focus of our work has been with urban and rural clinics many of which serve communities experiencing CRCS-related health disparities;
  - Future work will address access barriers for fruit and vegetable consumption among children and their families (readiness for implementation of Brighter Bites program)
- While FQHCs have an interest in addressing social determinants of health, they are often not ready to do so. The readiness work can help organizations assess and improve readiness to implement strategies that increase health equity (e.g. structural barriers related to CRCS, access to fruits and vegetables).

# NCI R01: Development and Validation of a Measure of Organizational Readiness (motivation x capacity) for Implementation

- Adapt and further develop for clinic setting
- Rigorously examine validity and reliability
- Adapt and assess use and performance in school setting



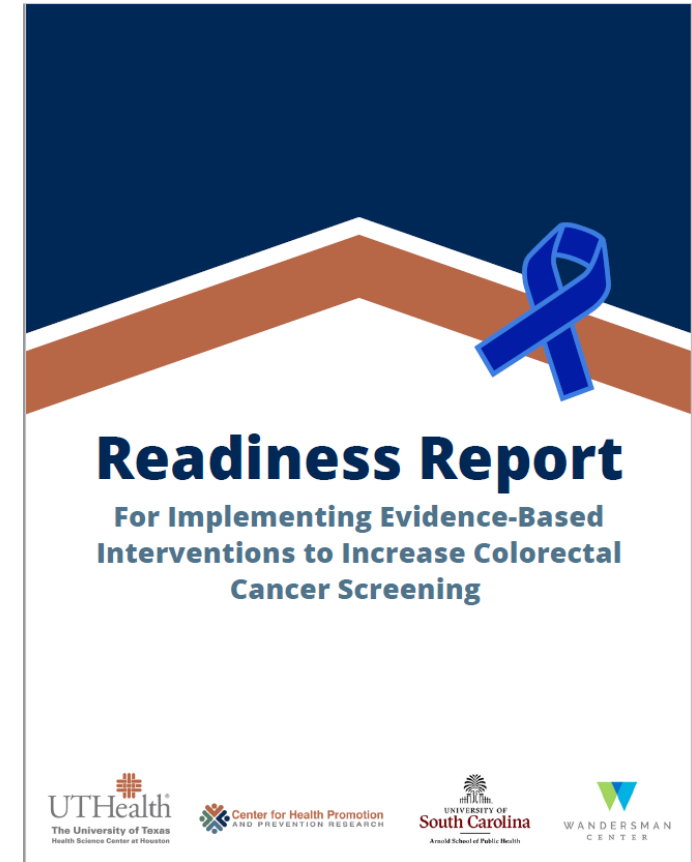
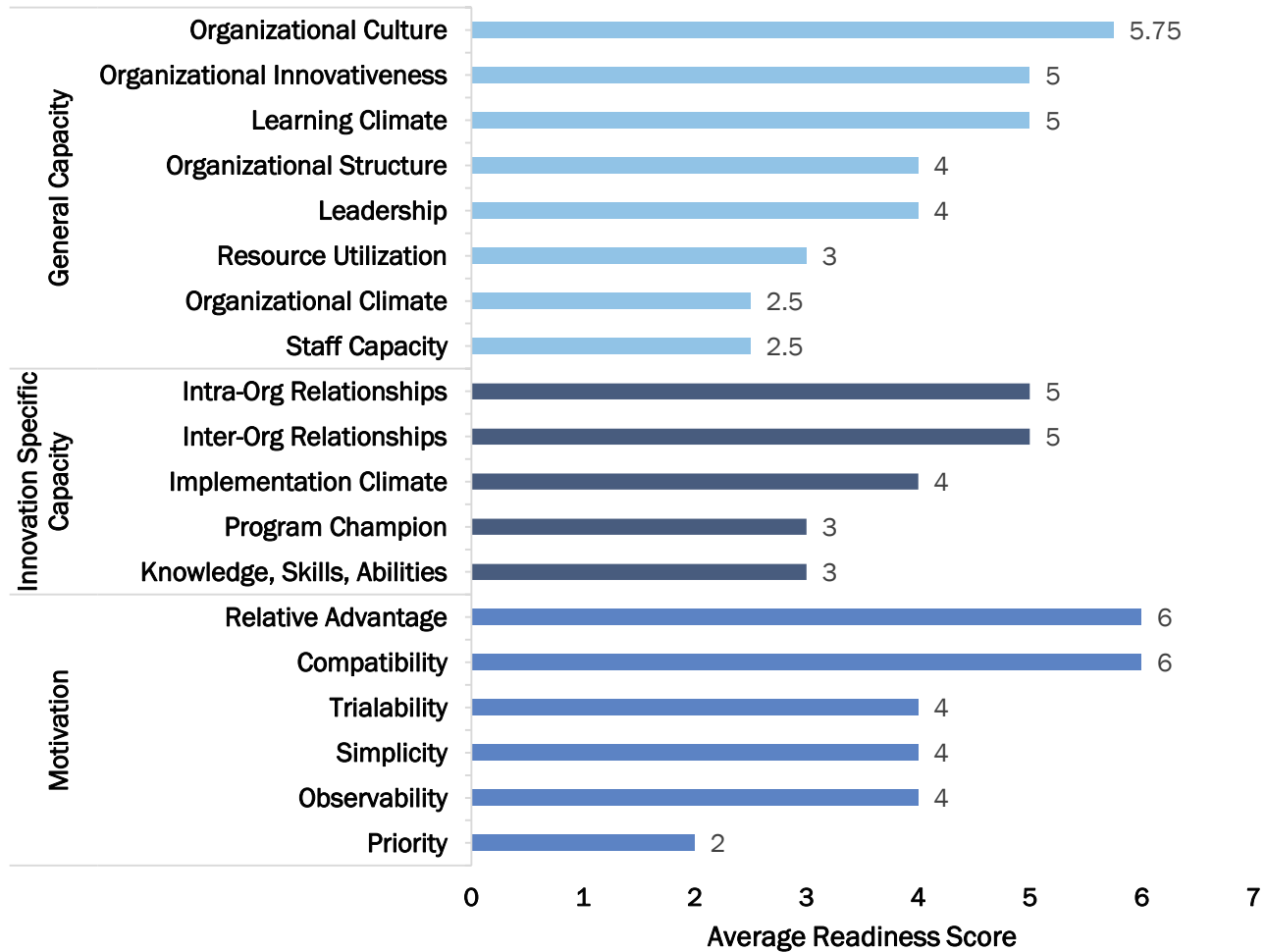
# Readiness R01

- 18 clinics have completed the survey
- 20 clinics currently taking the survey
- 245 survey responses received
  
- Currently recruiting FQHCs from Arizona, New Mexico, New York, North Carolina, South Carolina, and Texas
  
- Anticipate conducting analyses in mid/late March

# Current & Future Activities

- UTHHealth Readiness R01 team met with interest group members
  - Established connections with clinic partners (New York and New Mexico)
  - Workgroup members supported the development of clinic-specific readiness reports to give clinics feedback on their current state of readiness
- Planning qualitative interviews w/ clinics to better understand:
  - How to report and interpret readiness scores
  - How reports can be used to build readiness
  - Ideal way to share back readiness survey results
- Planning for R01 grant submission in October 2022
  - Collaboration among interest group members

# Readiness Reports



# Measurement-related research opportunities

- Relations between readiness constructs
- The meaning of readiness over time
- When is the best time assess readiness?
- Economic analysis related to assessing readiness
- How do readiness constructs predict implementation outcomes?
- Understanding who/how many individuals are optimal for completing the readiness measure to obtain valid and reliable results



# Collaboration Opportunities

1. Integrate use of the readiness measure into your current readiness assessment for a “cross-CPCRN” project
2. Propose adaptations to different innovations, settings and populations
  - Readiness for engaging in implementation research
  - Readiness for de-implementation
3. Propose paper ideas using existing data from ongoing survey or new data.
4. Collaborate on planned grant submission
  - R01 (Oct 2022) – Development and testing of a tool to build organizational readiness for implementation

# Questions?

Maria E. Fernandez, PhD

[Maria.E.Fernandez@uth.tmc.edu](mailto:Maria.E.Fernandez@uth.tmc.edu)

Derek Craig, MPH

[Derek.W.Craig@uth.tmc.edu](mailto:Derek.W.Craig@uth.tmc.edu)