

Change Management Questions

CQI/CHANGE MANAGEMENT PHASE <i>(Questions to ask about the project during each phase)</i>	IMPORTANT MILESTONES FOR MOVING TO THE NEXT PHASE OF THE WORK
Phase I: Identify and Assess Needs	Milestones
<p>Identify a need to be addressed. <i>How do you know this is an issue in your state?</i> <i>What do you know about the need? Who (e.g., stakeholders) identified this as a need? Population most affected? Scope of need (e.g., how widespread)? How long has this been a need? Is there data to support this? What outcome do you hope to change by addressing this need? Is the need at the system, policy, or practice level?</i></p> <p>Form teams to guide the change process. <i>Who are the stakeholders that should contribute to this discussion?</i> <i>What is the goal the team will achieve? Purpose of the team? Single or multiple teams? What roles and expertise are required? Structure of the team? How will decisions be made? Logistics and communication?</i></p> <p>Gather data, explore the problem in depth, and identify who is most affected. <i>What have you learned (or what can you learn) by digging deeper into the issue?</i> <i>What are the available data sources? How can these be used (e.g., data elements)? Quality/reliability of data? What story do the data tell? Characteristics of those most affected? Is more data needed? If so, how will you get it?</i></p>	<ul style="list-style-type: none"> • Need is clearly defined and documented. • An initial goal or outcome has been identified. • A team has been established to guide the change and implementation process; decision-making protocols have been established. • There is sufficient data and information to understand the underlying nature of the problem.
Phase II: Develop Theory of Change	Milestones
<p>Develop a theory about the causes of the need and how to address them. The theory of change links outcomes and activities to explain HOW and WHY the desired change is expected to occur. <i>How will this program affect outcomes?</i> <i>What are the possible causes of the problem? What data support this? Categorize and prioritize root causes (e.g., what are the most likely causes?). What are the constraints (e.g., resources)? Develop your theory of change. What are the potential short-term and long-term outcomes of this change? How will outcomes be tracked? Develop a logic model to summarize theory of change.</i></p>	<ul style="list-style-type: none"> • Developed and documented a theory about the causes of the need or opportunity, how to address them, and a pathway towards improvement.
Phase III: Develop or Select Solutions	Milestones
<p>Identify, research, and select best possible solutions that will address the need and reflect the theory of change. <i>What is the best way to address this need?</i> <i>Is solution based on root cause? What does available research say about approaches to this need? What do the logic model and theory of change indicate is best way to address need? What resources are available to provide expertise? What research and literature is available on existing approach? Are there evidence-informed practices that can be applied? Feasibility of implementation? Cost-benefit?</i></p> <p>Adapt existing interventions or design new ones. <i>How will the program/practice be most effectively integrated into practice in your state?</i> <i>Can the intervention be adapted or do you need to design a new intervention to meet your needs? Are stakeholders familiar with intervention? Is there agreement that this addresses theory of change? What do you know about how others have implemented? Can this be used with the population of interest? Are experts available to provide insight? Will you need to create a new intervention? Are resources available to support this solution? How will you know intervention is working? How often should data be gathered? What data? What support is needed?</i></p>	<ul style="list-style-type: none"> • The intervention has been selected and will address the root causes. • Multiple options for interventions have been identified and evaluated or sufficient justification has been demonstrated to consider a single intervention. • Minimum specifications for the desired intervention have been identified and take into consideration existing barriers. • There has been a successful development or adaptation of an intervention that directly relates to the theory of change. • Core components of the intervention have been clearly defined, including how they relate to the rationale.

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Phase IV: Plan, Prepare, and Implement	Milestones
<p>Assess readiness and plan for implementation of the intervention(s). <i>Is the CIP ready to implement the intervention?</i> <i>Do you have the capacity to implement the intervention? Who needs to be on the implementation team? When will intervention begin? How long will it be in place? What is the scale of the intervention? What are the most important evaluation questions? What fidelity measures are needed? How frequently will data be collected? What resources are needed for outcome measurement or data collection? What is the data collection plan? What tasks are required to implement? What is the timeframe? How will implementation be staged?</i></p> <p>Build capacity to support implementation. <i>What does the CIP need to support implementation?</i> <i>What capacities/competencies need to be developed? How will this occur? What resources are needed for program? Will this intervention require staff training? How will this be achieved? Are there external partnerships that need to be developed? Has the CIP implemented similar interventions in the past?</i></p> <p>Pilot and/or stage implementation of the interventions(s). <i>Changes to practice begin. What is the best way to pilot/stage intervention?</i> <i>What environmental factors should be considered re: timing of change? What priorities impact scheduling of intervention? What are the sites selected for intervention (highest need, best capacity)? Is it feasible to collect data as planned? Is implementation going as planned? What is the plan to monitor implementation over time? What feedback should be solicited from stakeholders?</i></p>	<ul style="list-style-type: none"> • A strategy for implementation has been created and the likelihood of implementation success has been assessed. • An implementation plan has been created with tasks and timelines. • Evidence suggests that capacity has been built to support implementation, including the ability to measure progress against project milestones and intervention outcomes. • An appropriately scaled plan has been documented and is being implemented to facilitate the change from the current state to the future state. This includes at a minimum: <ul style="list-style-type: none"> ○ Input from internal and external leaders on necessary actions for the change to take effect; ○ Indicators to know whether the transition is occurring; and ○ Feedback measures to determine if the transition initially appears to be having the desired result.
Phase V: Evaluate and Apply Findings	Milestones
<p>Collect and use data to adjust the intervention and/or implementation strategies. <i>Think about fidelity, effectiveness, and sustainability of the program. Is the intervention meeting expectations?</i> <i>Do data suggest improvements are needed? Will data be meaningful to other regions? Confidence in data collection? How will data be reported and used? Is data qualitative or quantitative? Resources for data analysis? What outcomes are being achieved? What changes could improve fidelity, effectiveness, sustainability? How/when will change be made (resources, persons)? Feedback from stakeholders?</i></p> <p>Evaluate to measure implementation quality and short- and long-term outcomes. <i>Is the intervention meeting objectives/outcomes?</i> <i>Do short-term outcome data suggest significant progress? Was intervention implemented as intended? What changes should be made to achieve outcomes? Consensus that the correct things are being measured?</i></p> <p>Make decisions to further spread, adjust, or discontinue the intervention. <i>Should the intervention be modified, discontinued, or taken to scale?</i> <i>Has intervention achieved desired outcomes? Any additional positive outcomes? Is it sustainable? Can intervention be expanded (other jurisdiction, populations)? What components are critical for success? Are additional supports needed for new sites? How will the CIP know implementation is occurring with fidelity? How will CIP monitor program on ongoing basis?</i></p>	<ul style="list-style-type: none"> • Data has been collected and analyzed to adjust the intervention and/or implementation strategies. • The intervention has been adjusted based on usability testing and data analysis and is ready for broad implementation. • Implementation is of high quality (i.e., the CIP has clearly defined high fidelity practice in terms of observable outcomes). • CIP has collected and reviewed data pertinent to implementation fidelity and short- and long-term outcomes. • A decision has been made to adjust, sustain, spread, or discontinue the intervention based on the evidence collected, and the decision and rationale has been documented.