IMPLEMENTATION PLAN TOOL

Instructions

An implementation plan is a comprehensive plan illustrating critical steps in pre-implementation and implementation activities. The first set of questions will help you understand and assess what implementation supports are already in place and what supports will need to be developed as you move forward with implementation. (More in-depth information about developing all of the implementation supports can be found in Section 7.)The plan outlines the steps the agency should take to roll out the innovation, and it serves as a roadmap for the leadership and implementation teams. The implementation plan is a living document used as a monitoring tool to determine whether the process of implementation is on track. The plan should be developed incrementally. If some elements are unknown, the plan should outline a process and timeline for developing those elements.

To use this tool, you must first download the PDF document. After entering your information, be sure to save it to your computer. This will allow you to print the document or e-mail it to your team members.

IMPLEMENTATION SUPPORTS ASSESSMENT

If you answer "no" to any of the questions below, you probably need to prepare the implementation supports for your innovation. The time and resources for developing or strengthening those implementation supports should therefore be added when drafting the implementation plan.

Questions	Yes	No
Are criteria established for recruiting and selecting practitioners to implement the innovation?		
Has an established training curriculum and coaching plan been developed for the existing innovation?		
Are there existing fidelity measures and protocols to assess practitioners' implementation of the innovation?		
Are policies and procedures in place to support the new way of work and the innovation?		
Are systems in place to collect and manage information about the implementation of the innovation?		
Are agency and system stakeholders and leaders engaged to support the innovation?		

IMPLEMENTATION PLAN ELEMENTS

Use the table to below to outline the key elements to include in your implementation plan.

Describe the identified problem and target population - A short narrative that describes the initiative. Summarize the identified problem and target population(s), noting the needs and root causes; and exclusions, geography/locations, or eligibility criteria, if applicable. (This description was developed in Section 1: Identify the Problem and Understand the Target Population.)
Description of the theory of change - A narrative description of the theory of change, noting the outcome(s) that are desired and the pathway to achieve the outcome(s). (This description was developed in Section 2: Develop a Theory of Change.)

Description of the selected innovation - A description of the innovation, noting the research that supports the selection of this innovation to improve outcomes for your target population. Include a statement about the amount of development and/or adaptation work that needs to be done to prepare the innovation for implementation. (This description was developed in Section 3: Assess and Select an Innovation.)

WORK PLAN

Create a plan and estimated timeline for activities associated with pre-implementation and implementation of the innovation. Provide plans and timelines related to teaming structure development, communication strategies, and continuous quality improvement (CQI).

Pre-Implementation Activities - Specify activities for developing or adapting the innovation, including the creation of practice profiles if necessary. Specify activities to develop or adapt the necessary implementation supports for the innovation. Refer to the table above and include any questions that were answered "no." Also include selection of partner agencies, expected processes and dates for hiring staff, and schedules for training practitioners.

Activity	Responsible Team	Start Date	End Date	Milestones (that will serve as evidence of completion)

Implementation Activities - Identify all implementation activities, including plans for initiating service delivery (e.g., referral protocols, selection of first implementing units/sites, and when and how practitioners will begin providing services associated with the innovation). Include plans for conducting fidelity assessments, training additional practitioners, and coaching practitioners.

Activity	Responsible Team	Start Date	End Date	Milestones (that will serve as evidence of completion)

Communication Strategies - Detail the processes, procedures, and strategies for maintaining efficient and effective communication with leadership and stakeholders.

Continuous Quality Improvement - Provide a framework for CQI and describe the role of monitoring and assessment in implementation and refinement of the innovation. This should include processes and teams responsible for making adjustments to the innovation and implementation supports, based on rapid-cycle problem-solving, quality of the implementation (e.g., quality of training, coaching), and quality of the innovation (e.g., fidelity).

Description of sustainability planning - Include preliminary thinking about key elements of sustainability for the innovation and organizational infrastructure (e.g., services provided to the target population), the implementation infrastructure (e.g., staff selection, training, coaching), and financial strategies.

Description of anticipated challenges and ameliorative strategies - Identify anticipated barriers or challenges to executing the implementation plan and potential strategies to address them.

IMPORTANT REMINDERS

- Teaming - After developing your implementation plan, review your existing teaming structures and determine if changes are needed to support the activities outlined above. Team members should have the necessary expertise and/or authority to build or strengthen the innovation by operationalizing its components and developing the implementation supports. See the Section on Teaming and Communication Linkages for more information about assessing your teaming structure.

- Leadership and Stakeholders - Include leadership and stakeholders in the planning process to foster buy-in and support for the changes that need to be made as part of implementation. Leadership and stakeholders benefit from an understanding of the time, resources, and commitment needed.