

Implementation Leader Checklists

Based on material from the Ohio SAMI CCOE and modified for COSIG participants by the Minnesota Department of Human Services/Mental Health Division (Implementing IDDT: A step-by-step guide to stages of organizational change)

Stage of Implementation	1 Unaware or uninterested	Consensus building	Motivating	Implementing	Sustaining
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Stage Goals: Beginning the change process through asking questions about service delivery and outcomes for clients.

Implementation Leader Roles

Ask important questions related to rationale and need such as:

- Do we know how many individuals we serve have co-occurring disorders?
- How do we identify those individual?
- Which screening tool could be used?
- What assessment instruments are available?
- Do we know the treatment needs of those individuals?
- How can we use our data to identify the number of individuals we serve with co-occurring disorders and outcomes we achieve?
- Are our outcomes the best we can achieve with his group?

Stakeholder Group Roles

At this early stage the agency/provider may not have a stakeholder group identified. Some will choose to wait until the internal group is well established and the charge to implement integrated treatment clearly outlined and launched. Others will brainstorm and identify potential stakeholders and begin to engage them through formal and informal discussion and invite to meetings for their input as partners in comprehensive service deliver.

Stakeholder participation at this very early stage if invited to participate should involve primarily listening carefully to the goals of the agency and for opportunities to provide support as a potential provider in the delivery of comprehensive services.

Implementation Leader Checklist

_____ Ask important questions of team members, clinicians, families, and stakeholders.

_____ Begin the change process (see next stage – Consensus Building)

_____ Begin engaging potential stakeholders as appropriate

Stage of Implementation	Unaware or uninterested	2 Consensus building	Motivating	Implementing	Sustaining
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Stage Goals: Consensus building and managing the changes that will come with implementation.

Implementation Leader Roles

- Exploring concerns about the process
- Engage in a relationship with a technical assistance agency or provider
- Help the agency or provider group evaluate their readiness, willingness, and ability to begin the implementation process.
- Help the agency and provider group build consensus
- Prepare to manage the changes that will come with implementation

Stakeholder Group Roles

Stakeholders can be a key part of helping the agency find information that will be helpful as well as participating in the agencies assessment of the “pros” and “cons” of implementation. Community stakeholders can also help agencies overcome barriers they (the implementation agencies) have identified.

Implementation Leader Checklist (see pg 10-11 for full description of these areas)

- Conduct a needs assessment
- Develop awareness of available options
- Identify current practices and rationales
- Examine your mission, values, goals, and vision
- Check out information and resources
- Engage technical assistance
- Assess the pros and cons
- Develop informed consent and consensus
- Explore concerns

Stage of Implementation	Unaware or uninterested	Consensus building	3 Motivating	Implementing	Sustaining
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Stage Goals: Motivate people in your agency, other agencies, other service systems, and local community to recognize the value of IDDT and to join the implementation effort.

Implementation Leader Roles

Engage stakeholders to contribute their experience, expertise, and resources to the process.

Communicate your agency research findings (based on results collected in the previous stage) clearly and concisely to multiple audiences as you invite them to participate and develop a long-term collaboration.

Stakeholder Group Roles

Develop understanding of IDDT and opportunity for them to rethink how they interact with clients who have co-occurring disorders and how they interact with your organization.

Implementation Leader Checklist

- Define YOUR agency rationale
- Identify Stakeholders if not already done
- Build consensus
- Find your IDDT “Champions”
- Begin identifying financial resources
- Assemble a steering committee
- Conduct a readiness assessment
- Recruit a team leader
- Assemble the multidisciplinary service team
- Complete an implementation plan

Stage of Implementation	Unaware or uninterested	Consensus building	Motivating	4 Implementing	Sustaining
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Stage Goals: The service team begins to provide stage-wise interventions to clients with co-occurring disorders.

Implementation Leader Roles

Ensure that the steering committee monitors the progress of implementation activities. This can be done through ongoing discussion and reports as well as through fidelity reviews, fidelity action plans, and outcomes reports.

Ensure agency development of operational infrastructure such as updated mission statement, brochures, position descriptions, policies and procedures, clinical records and documentation.

Guides and leads stakeholder group's role in assisting in agency/program implementation.

Stakeholder Group Roles

Tracks with the Implementation leader the individual and political reactions to change within the organization and community. The group works to maintain communication with everyone involved in the implementation and affected by the implementation to resolve potential conflicts and strives to remove barriers to change at higher levels.

Implementation Leader Checklist

- Conduct a baseline fidelity review (if not already done)
- Develop a baseline fidelity action plan
- Develop stage-wise interventions
- Acquire and integrate training (workforce development)
- Engage in clinical consultation
- Provide stage-wise interventions
- Develop and monitor outcomes
- Continue to educate and train stakeholders
- Address unintended consequences

Stage of Implementation	Unaware or uninterested	Consensus building	Motivating	Implementing	5 Sustaining
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Stage Goals: The organization will sustain its quality-improvement process by continuing to integrate the principles, practices, and structure of IDDT into the service culture of the entire organization and within the community.

Implementation Leader Roles

Continue to guide the team and steering committee to prepare for periods of change and transition that may result from a number of possible changes in public policies, funding streams, or adding EBP's, as well as turnover in staff and stakeholders.

Stakeholder Group Roles

Continue to provide input and look at own role in serving and supporting individuals with co-occurring disorders. Help support maintenance and continued improvement.

Implementation Leader Checklist

- Maintain oversight
- Monitor fidelity
- Monitor outcomes
- Quality Improvement that integrates COD treatment
- Network with others
- Provide ongoing training
- Engage in ongoing consultation
- Expand IDDT services
- Transform the organizational culture