

Handout 5

Factors That Facilitate Change

Small-Group Activity



Instructions

1. Select one of the six core factors that facilitate implementation to discuss as a group.
 - Staff/practitioner selection:
 - Pre-service and in-service training:
 - Ongoing consultation and coaching:
 - Staff and program evaluation:
 - Facilitative administrative support:
 - Systems interventions:
2. As a group answer the following questions regarding your selected factor:
 - Has anyone in your group had experience in this area and what were his or her experiences?
 - What is the importance of this component as it relates to implementation?
 - What are the potential challenges of this component and what are the potential solutions?
 - What is the role of cultural competency in that factor?

Factors That Facilitate Implementations

Definitions

The core factors that facilitate implementation are: *staff/practitioner selection, preservice and inservice training, ongoing consultation and coaching, staff and program evaluation, facilitative administrative support, and systems interventions.*

Staff/practitioner selection: Beyond academic qualifications or experience factors, certain practitioner characteristics are difficult to teach in training sessions so must be a part of the selection criteria. Staff selection also represents the intersection with a variety of larger system variables. General workforce development issues, the overall economy, organizational financing, the demands of the evidence-based programs in terms of time and skill, and so on impacts the availability of staff for human service programs.

Preservice and inservice training: Trainings are efficient ways to provide knowledge of background information, theory, philosophy, and values; introduce the components and rationales of key practices; and provide opportunities to practice new skills and receive feedback in a safe training environment.

Ongoing consultation and coaching: Most skills needed can be introduced in training but really are learned on the job with the help of a consultant/coach. Implementation of evidence-based practices and programs requires behavior change at the practitioner, supervisory, and administrative support levels. Training and coaching are the principle ways in which behavior change is brought about for selected staff in the beginning stages of implementation and throughout the process of evidence-based practices and programs.

Staff and program evaluation: Staff evaluation is designed to assess the use and outcomes of the skills that are reflected in the selection criteria, are taught in training, and reinforced and expanded in consultation and coaching processes. Assessments of practitioner performance and measures of fidelity also provide useful feedback to managers and implementers regarding the progress of implementation efforts and the usefulness of training and coaching. Program evaluation assesses key aspects of the overall performance of the organization to help ensure continuing implementation of the core intervention components over time.

Facilitative administrative support: This provides leadership and makes use of a range of data inputs to inform decision making, support the overall processes, and keep staff organized and focused on the desired outcomes.

Systems interventions: These are strategies that work with external systems to ensure the availability of the financial, organizational, and human resources required to support the work of the practitioners.