Highly Adoptable Improvement Assessment and Discussion Guide

The purpose of the assessment and discussion guide is for quality improvement teams (and those commissioning the teams) to use the Highly Adoptable Improvement model to reflect on, discuss and assess how the design of the intervention and the implementation strategy are likely to impact workload and perceived value. The guide provides a set of questions, centered on key domains, to guide discussion and help your organization and team identify opportunities for improvement in the implementation strategy and intervention design that will enhance more sustainable adoption. The key domains and related questions are based on factors reported in the literature which have been shown to influence diffusion of innovation, adoption or success in change management. The items included in the guide were based on several meetings with an expert panel, in which the items were ranked and prioritized. Each key domain has explanatory text, a question and a set of assessment statements.

Note that the tool is not intended to evaluate performance, compare or place judgment but rather to drive conversation around creating more adoptable strategies.

GUIDE FOR USERS

The guide is intended to be used to assess a planned or current QI/ change intervention (or a recently completed project).

For each of the key domain areas, read the explanatory text and the guiding questions. Then read the assessment statements and based on reflection and discussion with members of your team, leadership sponsors and point-of-care end-users, decide which statement best reflects your current situation.

*You might also provide this to individual team members, leaders and end-users to complete separately to assess the level of agreement within your organization.

DIRECTIONS FOR USE

1. For each of the five domains, place an "X" below the degree of adoptability in the column that you think best fits your current change initiative and use the last column to discuss your reasoning. Use the descriptions on pages 9-11 to make your assessment.
2. Reflect on the results of your assessment. Refer to pages 10-13 (and Appendix) for suggestions on actions you could take or tools you could use to increase the adoptability related to your change initiative.

Domain	Degree of adoptability				Findings	Next steps
Refer to the domain descriptions and assessment statements below	High risk	Moderate risk	Some risk	Highly adoptable	Use this section to record the reasoning behind your assessment selection	Use this section to record proposed action plan
Implementation Strategy						
• End-user participation						
• Alignment and planning						
• Resource availability						
Intervention Design						
• Workload						
• Complexity						
• Efficacy						

Assessment Descriptions

End-user participation

Are end-user staff/ physicians involved in the change?

- *Active participation of end-users in the design, testing, revising and implementation of change interventions increases the likelihood of higher perceived value and is more likely to produce a less workload intensive intervention, thus increases the chance of sustained adoption.*

High risk	Moderate risk	Some risk	Highly adoptable
The intervention has not been designed with or tested with end-users.	End-user staff/ physicians were invited to participate in the initial planning meetings where their input was sought.	End-user staff/ physicians played an initial role in the design and testing of the intervention. Their feedback will be sought after implementation.	End-user staff/ physicians play a continuous role in the change initiative, including designing, piloting and revising the intervention and, during the implementation phase. Their feedback is continuously sought and addressed.

Alignment and planning

Does the change initiative align with the organization's and/or team's values and goals and has the rollout been planned effectively?

- *Change initiatives that are aligned with the goals, values and objectives and planned ahead of time to inform end-users and avoid project/ priority conflicts are more likely to increase perceived value and sustained adoption.*

High risk	Moderate risk	Some risk	Highly adoptable
The change initiative is addressing an ad-hoc request/ need with little time to plan and communicate with end-users. There are competing priorities or projects.	The change initiative is addressing an ad-hoc request with some attempt to communicate the plan with the end-users and avoid competing priorities or projects.	The change initiative aligns with our goals and plan, which have been communicated effectively with the end-users. However, there are other projects being implemented during the same time period.	The change initiative aligns with our goals and plan, which have been communicated effectively with the end-users (or requested by them.) The timing of the implementation is such that there are no competing priorities or projects.

Resource availability

Are the required resources (training, equipment, time, personnel) for the implementation of the change initiative known and will they be made available?
- *Providing the necessary supports and resources to aid understanding and implementation of the change initiative increases the ability for end-users to adapt the changes into their existing workflow.*

High risk	Moderate risk	Some risk	Highly adoptable
No assessment of the required resources has been performed.	The resources have been estimated without input from end-users and have not been communicated.	The resources have been estimated with some input from end-users or managers and a plan to provide the resources has been made and communicated.	The resources required have been determined through testing the change initiative and feedback from end-users. A plan to provide the resources has been made and communicated with the end-users.

Workload

How much workload (cognitive, physical, time) is associated with the intervention? [see Appendix for sample methods for assessing workload]
- *Interventions that have less workload or make the current workflow easier to perform are more likely to be sustainably adopted and reliably performed.*

High risk	Moderate risk	Some risk	Highly adoptable
We have not estimated how much workload is associated with the intervention.	We have attempted to estimate the additional workload associated with the intervention and believe the additional workload should be adoptable by end-users.	We have piloted the intervention and worked with end-users to assess the workload demands and have determined that the intervention adds additional workload. We are looking to see if the intervention can be further simplified, other work removed, or additional resources added.	We have piloted the intervention with end-users to assess the workload demands and have determined that the new work can be implemented with no additional workload or can reduce workload and make their current work easier.

Complexity

How complex is the change intervention?
- *Interventions that are simple in design and application are more likely to be sustainably adopted and reliably performed.*

High risk	Moderate risk	Some risk	Highly adoptable
The intervention requires many steps and processes that require multiple individuals and multiple departments to carry out and would not be testable. Individuals may not be able to perform the tasks reliably in multiple circumstances.	The intervention requires many steps and processes that require multiple individuals and multiple departments to be involved for one cycle of the intervention to be performed. However we can to test or simulate the steps and determine how well it can be performed in multiple circumstances.	The intervention has relatively few steps but requires multiple individuals and/ or departments to be involved for one cycle of the intervention to be performed. However the steps and processes can be tested and, performed reliably under most circumstances.	The intervention is comprised of relatively few steps and processes that can be tested and, performed reliably under most circumstances. One or few people need to be involved for one cycle to be performed and realize the intended benefits.

Efficacy

What degree of evidence and belief is there that this intervention will lead to the intended outcome?
- *Perceptions of the quality and validity of the evidence supporting the belief that the intervention will achieve the desired outcome are more likely to be adopted and produce less change fatigue and cynicism.*

High risk	Moderate risk	Some risk	Highly adoptable
The intervention has no published evidence that it leads to improvement and we are unaware if it has been used or been effective in other organizations.	The intervention has no evidence demonstrating that it leads to improvement but has apparently worked in other organizations similar to ours	The intervention has demonstrated evidence that it leads to improvement but has not been shown to work in organizations similar to ours.	The intervention has demonstrated evidence that is leads to improvement, and has been shown to work in many organizations (or departments) with similar contexts to ours.