



Agency Implementation

Key tasks during preparation:

- Mobilize interest and support of key stakeholders:
 - Conduct presentations or discussions with leaders (directors, managers, supervisors)
 - Provide leaders with a rationale for outcome measurement
 - Give them an understanding of what FIT involves
 - Review costs and benefits of implementing FIT
 - Garner support and secure funding and resources
- Determine motivations for implementing FIT
- Determine if implementing is feasible in the current structure of the organization or if operational adjustments are needed
- Train leaders in FIT practice and supervision
- Familiarize them with how to utilize outcome data
- Develop logic model for demonstration project clearly outlining goals and objectives, methods, costs, and anticipated outcomes
- Conduct a demonstration pilot:
 - Start small with one or two teams
 - Solicit volunteers
 - Develop training plan for pilot participants and deliver training
 - Develop plan to track experiences (successes, challenges)
 - Ensure communication to other staff not involved in pilot
 - Provide incentives for participation in pilot
 - Monitor and report results

Key components to include in an implementation Plan:

- Identify a Transition Oversight Group (TOG) or working group
- Developing a project charter
- Determine scope of implementation—which teams will implement FIT, which staff on teams will implement FIT
- Developing a [strategic] work plan
- Determine timelines
- Develop a system for tracking decisions and actions (who is responsible for which action and has it been completed)
- Develop and implement a communication plan (how will staff be informed and kept up to date on the implementation process?)

Key strategies during the implementation phase:

Leadership training

- Train managers with focus on having them understand basics and how they can support team efforts
- Train supervisors and have them use measures themselves to develop competence and credibility
- Solicit supervisor commitment to ensure staff are using by using the strategies covered yesterday in training supervisors



Clinician training

- Provide pre-reading to prepare staff for training
- Train staff/teams—(think strategically, for example, pair staff/teams to draw on certain attributes such as that a positive staff/team attitude may influence another staff/ team in a positive direction)
- Train teams sequentially to maximize resources
- Identify champions from pilot group to mentor clinicians

Coaching and Consultation

- Provide group follow-up consults or “booster sessions” over extended period of time
- Provide mechanisms for individual support and consultation (trainers, supervisors, champions).

Organizational structures:

- Put policies and guidelines in place that will support sustainment over time
- Develop processes for managing outcome data (e.g., identify someone to oversee administrative functions such as data management):
 - print and share reports;
 - address subscription contract agreement issues if using web based program such as MyOutcomes;
 - assign licences;
 - set up and track user access codes.

Communication mechanisms:

- ensure a point person is in place who will stay current with knowledge and ensure it is disseminated

Evaluation processes:

- staff evaluation for performance improvement
- staff evaluation to measure adherence
- organizational fidelity evaluations

Key Sustainment strategies:

- Ongoing training
- Secure funding
- Develop processes to support supervisors
- Develop processes to address issues as they emerge
- Identify champions and processes to support them as mentors
- Make use of outcome data to make data relevant to practice at program level (i.e. program evaluation and planning)
- Develop processes to deal with changes in agency over time
- Develop policies and practice guidelines designed to support FIT service delivery