Implementation Center
Implementation Process Measure (IPM)

This measure is intended to track the processes that state, county, and tribal jurisdictions use to implement systems changes during Implementation Projects. The intervention and size/scope of implementation vary across projects. The infrastructure and existing capacity for implementation among jurisdictions also vary. Despite these differences, there may be implementation processes and strategies that are common across projects. Grounded in the National Implementation Research Network (NIRN) framework around stages and drivers of implementation, this measure tracks the sequence, duration, and type of key implementation and technical assistance (TA) activities across each of the Implementation Projects. This data will provide the Children's Bureau and the field standardized information about what it takes to implement systems changes in child welfare. It is intended to supplement, but not replace, site-specific evaluation efforts. Project evaluators should complete this instrument in collaboration with implementation staff and staff from the jurisdiction as needed every 6 months.

Implementation Project Demographics
(This section is to be completed once, at beginning of project)

1. Implementation Project ID: _____

2. Intervention: _____

3. Identify the nature of the project: (check all that apply)

___ Design and implementation of a child welfare practice model
___ Implementation of an existing child welfare practice model
___ Other: _____

4. Primary focus of practice change: (check all that apply)

___ Upper/Executive Management
___ Mid Management
___ Supervisors
___ Caseworkers
___ System partners
___ Other: _____

5. At initial proposal, this project was in what implementation stage?

___ Early **Exploration**   ___ Late **Exploration**

___ Early **Design/Installation**   ___ Late **Design/Installation**

___ Early **Initial Implementation**   ___ Late **Initial Implementation**

___ Early **Full Implementation**   ___ Late **Full Implementation**

6. Comments: Please describe any variation in geography or project components or other information to provide context for the initial stage. _____

_____

7. What was the proposed duration of this project? _____ months

8. What was the approved duration of this project? _____ months

9. What implementation stage is this project/intervention expected to reach?

___ Early **Exploration**   ___ Late **Exploration**

___ Early **Design/Installation**   ___ Late **Design/Installation**

___ Early **Initial Implementation**   ___ Late **Initial Implementation**

___ Early **Full Implementation**   ___ Late **Full Implementation**

10. Comments: Please describe any variation in geography or project components or other information to provide context for the expected stage. _____

_____

11. What is the geographic scope of this implementation project?

_____ State wide   _____ Tribal wide   _____ County/regional   _____ Other: _____

12. Describe the programmatic scope of this project. _____

1. Project ID: _____

2. Date of this rating: _____

3. Which time period are you rating (select one)?

    ____ 0-6 months
    ____ 6-12 months
    ____ 12-18 months
    ____ 18-24 months
    ____ 24-30 months
    ____ 30-36 months
    ____ 36-42 months
    ____ 42-48 months

4. What method of administration was used to complete the IPM during this rating period? (check all that apply)
    __ Document review
    __ Interviews with IC project staff (In completion of other IC specific survey/process)
    __ Interviews with IC project jurisdiction stakeholders (In completion of other IC specific survey/process)
    __ Group discussion with evaluator and at least one IC project staff
    __ Group discussion with evaluator and at least one IC project jurisdiction stakeholder

5. What stage is the project/intervention in at the time of this rating?

    __ Early **Exploration**   __ Late **Exploration**

    __ Early **Design/Installation**   __ Late **Design/Installation**

    __ Early **Initial Implementation** __ Late **Initial Implementation**

    __ Early **Full Implementation**   __ Late **Full Implementation**

6. Please describe changes in context that might impact the project since the previous rating period.

    _____

    _____

Salience and Installation of Implementation Drivers
(To be completed every 6 months)

For the 6 month review period, provide two ratings for each driver: the salience (i.e., importance or relevance) of the driver, and the installation (i.e., the extent to which the driver is in place), according to the following scales. Then describe why/how the driver is important and what technical assistance (TA) and implementation strategies/activities have been conducted to install or employ the driver.

Salience (Importance/Relevance) Rating Scale:
(1) *Low salience* – the driver had little or no importance/relevance during this period,
(2) *Moderate salience* – the driver had some importance/relevance during this period, or there was discussion or planning to address this driver in the future, or
(3) *High salience* – the driver had substantial importance/relevance during this reporting and a significant amount of effort occurred to leverage the driver to support implementation.

Installation Rating Scale:
(0) *NA for drivers with low salience* during this reporting period,
(1) *Not Yet Initiated*,
(2) *Initiated or Partially in Place*, or
(3) *Fully In Place.*

Implementation Driver	Salience Rating (Importance/ Relevance)	Installation Rating	Description of why/how the driver is salient and the specific TA and implementation strategies/activities conducted during this period to install or employ each driver.
Shared vision, values, and mission			
Leadership			
Staff selection			

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Implementation Driver	Salience Rating (Importance/ Relevance)	Installation Rating	Description of why/how the driver is salient and the specific TA and implementation strategies/activities conducted during this period to install or employ each driver.
Training			
Supervision/Coaching			
Performance assessment			
Facilitative administration			
Systems intervention			
Decision support data systems			
Stakeholder engagement			
Cultural responsiveness			
Other:			
Other:			
Other:			

Completion of Key Implementation Activities
(To be completed every 6 months)

For each activity, indicate whether it was: (1) *Not Yet Initiated*, (2) *Initiated or Partially in Place*, (3) *Fully in Place*, during the previous 6 month period. Use NA for any Not Applicable items. Use the notes to clarify or provide more information about the activity.

Implementation Activity	Rating	Description of barriers and facilitators in conducting the activity and strategies used to achieve the goals of the activity.
1. Establish leadership/workgroup to guide and oversee project design and/or implementation.		
2. Develop stakeholder engagement strategies to inform and involve key stakeholders in each phase of implementation.(e.g. activities, participants, timeline, benefits, risks)		
3. Review, identify, and discuss to what extent the project addresses:		
a. Need in agency, setting (e.g. socially significant issues, parent/community perceptions of need, data)		
b. Fit with current initiatives (e.g. Initiatives, agency priorities, organizational structures, community values)		
c. Resources (e.g. staffing training, data systems, coaching/supervision, administrative/system supports needed, time)		
d. Strength of evidence of the intervention (e.g. outcomes, fidelity, cost, target population)		
e. Readiness (e.g. staff have skills, abilities, desire for change)		
4. Consultation with experts and literature regarding proposed design/adaptations and likely impact on outcomes		
5. Intervention is developed and precisely defined (e.g. vision is clearly articulated, system impacts/outcomes are clearly defined, logic model is developed, initial work plan is developed)		
6. Intervention components and new practices are operationalized and fidelity criteria are identified		
7. Intervention outcomes are defined and evaluation plan is developed		
8. Develop implementation plans and strategies		
9. Adaptive challenges are being identified and problem solving is occurring on a consistent basis. (e.g. weekly implementation team meetings to identify issues, create plans, review results of past problem-solving efforts, forward issues to key leaders and stakeholders as appropriate)		
10. Improvement processes are employed to address issues through the use of data, development of plans, monitoring of plan execution and assessment of results.		
11. Fidelity data, outcomes data, feedback from internal and external stakeholders analyzed to determine which modifications need to be made to the intervention.		

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<div align="center">**Definitions of Implementation Stages**</div>

Exploration Stage

- Actively considering a systems change; engaged in identifying the need for the change, the nature and scope of the intervention components of the change, the degree of awareness and support for the change, and the overall approach for designing the systems change.

Design & Installation Stage

- Actively preparing for implementation of the systems change project; including detailed design of both the intervention components and plans for their implementation, including structural and functional systems changes, and assembling the resources necessary to launch the program.

Initial Implementation Stage

- Actively engaged in learning how to do the systems change project interventions, and how to support the ongoing activities of the interventions. First steps towards monitoring and supporting the use of new skills, practices, tools and strategies necessary to sustain the systems change.

Full Implementation Stage

- Actively working to make full use of the systems change interventions as part of typical functioning. New learning becomes integrated into practitioner, organizational, and community practices, policies and procedures. Staff members become skillful and the procedures and processes become normalized.

<div align="center">**Definitions of Implementation Drivers**</div>

Shared Vision, Values, and Mission

- There is a shared understanding of the vision, mission, and values among leaders and stakeholders that will promote change and provide a framework for the project.

Leadership

- There is buy in, leadership and champions for change at all levels of the organization and system.
- Clear and frequent communication channels exist between leadership, staff and stakeholders.

Staff Selection

- Job descriptions, recruitment strategies, and hiring procedures are aligned to identify and hire staff with the knowledge, skills, and abilities to support the new model
- New staff or existing staff are selected to carry out the design and/or implementation of the project/intervention.

Training

- Staff at all levels are provided training on the intervention and appropriate resources are allocated to support training, technical assistance and expertise needed to support implementation.

Supervision/Coaching

- Supervision and coaching plans are developed and implemented for staff at all levels to support the integration of new skills related to the intervention.

Performance Assessment

- A mechanism is in place and is being utilized to assess the performance of staff carrying out the intervention.

Facilitative Administration

- Practices, policies, and procedures have been added or changed as needed to support and be aligned with implementation of the project/intervention.
- Organizational structures and roles have been changed as needed to support implementation.

Systems Intervention

- System wide structures have been added or adapted as needed to support implementation and shared accountability

Decision Support Data Systems

- Data are used to inform the development and design of the intervention.
- Data collection and reporting systems are in place and being utilized to monitor fidelity and outcomes of the project/intervention.
- Quality assurance/improvement mechanisms are in place and being utilized to assess and improve the functioning of the organization as it relates to the intervention.

Stakeholder Engagement

- Internal and external stakeholders including caregivers, families and youth are actively and consistently involved in planning, implementation, evaluation, and decision making ensuring the system change meets their needs.

Cultural Responsiveness

- Interventions are selected that are culturally-sensitive and appropriate for the target population. Emphasis is placed on cultural sensitivity/competency of staff at all levels and use of culturally-appropriate services.

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