Change and Implementation in Practice

Video Workbook
Implementation Planning and Capacity Building

Capacity Building CENTER FOR STATES

Child welfare agencies continually strive to achieve better outcomes by developing, implementing, and evaluating practices and programs. After a team has selected an intervention, taking a deliberate and structured approach to create a plan with clear steps for preparing an agency, building capacity, and rolling out the intervention lays the groundwork for implementation success. This workbook and this video series are part of a collection of resources designed to help child welfare agency leaders, managers, and teams develop strategies and sequence tasks to prepare the agency for implementation. Use this workbook to further your understanding of concepts and prepare to move learning into action with your team.

Cultivating Skills – Implementation Planning and Capacity Building

Getting Started and Understanding the Implementation Planning and Capacity Building Brief

This workbook is designed to support knowledge and skill development as you listen, reflect on, and discuss what you have learned throughout the process. Use this workbook to spark ideas and collect your thoughts as you move through the following activities:

1. Reading the "Change and Implementation in Practice: Implementation Planning and Capacity Building" brief
2. Watching the video series on the essential functions of implementation planning and capacity building
3. Viewing the recorded implementation planning and capacity building webinar, "Preparing Your Team for Success: Strategies for Implementation Planning," and discussing it with your team

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What's in the Implementation Planning and Capacity Building Brief?

The brief offers an overview of the implementation-planning phase in a change and implementation process, including:

1. Why implementation planning and capacity building are important and key terms
2. How to outline elements, identify sources, and consider context for an implementation plan
3. How to review and revisit readiness assessment findings and teaming structures
4. How to develop strategies to build capacity and strengthen motivation
5. How to identify activities to prepare the intervention and agency for implementation
6. How to plan for communication and engagement activities
7. How to consolidate and review the implementation plan

How Can It Help You in Your Work?

The "Change and Implementation in Practice: Implementation Planning and Capacity Building" brief offers user-friendly guidance on implementation concepts and their use to support child welfare system and practice improvements. The brief may be used as a foundational tool to support jurisdictions seeking to engage in implementation planning and capacity building.

Linking the concepts in the series to your everyday work and experiences is an important element of understanding how to use this knowledge and these skills in practice. **Please review the following questions and consider your responses before you view the videos.**

Have you ever implemented a project and knew that it would require some preparation? What steps did you take?	
Have you ever taken on a project but did not have everything you needed to do it? How did you know what was missing? What did you do?	
Think of a time when you were a member of a team tasked with introducing a new program or practice. What information did you need to know to begin?	
What information did you need to share with others to be effective?	

Video Series

As you work through each video in the series, use the questions and activities in each section to reflect on what you have learned.

Video 1: Overview

After viewing "Video 1: Overview," please answer the following reflection questions before moving on:

Often implementation teams are eager to move right to work planning once an intervention is selected. In your experience, what can prevent teams from thoughtful assessment of organizational readiness prior to implementation planning?	
What are strategies to overcome these barriers?	
Consider a previous project your agency has implemented. Was there adequate preparation and planning for capacity building? What impact did it have?	

Video 2: Outline Elements, Identify Sources, and Consider Context

After viewing "Video 2: Outline Elements, Identify Sources, and Consider Context," please answer the following reflection questions before moving on:

Why is it worth investing time to outline plan elements, identify sources of information, and consider context?	
Think about a current project in your agency. Where might your implementation team find existing information to bring together into a cohesive document to create the work plan?	
What examples of relevant internal and external context, including timeframes and requirements, may affect implementation decisions for your agency?	

Video 3: Revisit Teaming and Leadership

After viewing "Video 3: Revisit Teaming and Leadership," please answer the following reflection questions before moving on:

Think about a current project in your agency. Which stakeholders from inside the agency, outside the agency, and the community might be important to join the implementation team?	
What might be the benefits of including them?	
What might be the risks of not involving these stakeholder groups during preparation for the implementation plan?	

Video 4: Review Readiness Assessment Findings

After viewing "Video 4: Review Readiness Assessment Findings," please answer the following reflection questions before moving on:

How can a detailed review of readiness findings help an agency be more targeted about capacity building and include these strategies and activities in work plans?	
What are the benefits of investing time to identify strengths, prioritize critical areas of need, and target resources toward areas that will support implementation?	
In your experience, what are examples of gaps that had to be addressed immediately for successful implementation versus those that could be built over time?	

Video 5: Develop Strategies to Build Capacity

After viewing "Video 5: Develop Strategies to Build Capacity," please answer the following reflection questions before moving on:

Think about the current work in your agency. If readiness assessment findings uncover multiple gaps, what strategies can your team use to prioritize what to work on first and in the long term?	
In what ways can your team use resources from other initiatives to support implementation of the new intervention? **How can addressing sustainability early in the planning process help increase the likelihood of a successful initiative?**	

Video 6: Develop Strategies to Strengthen Motivation

After viewing "Video 6: Develop Strategies to Strengthen Motivation," please answer the following reflection questions before moving on:

In your experience, what strategies have improved your own motivation to implement a new program, policy, or practice?	
Think about the factors of culture and climate that influence motivation: compatibility, relative advantage, manageability, and visibility of outcomes. In your experience, what kinds of messages have motivated you to implement something new?	

Video 7: Identify Activities to Get Intervention Ready

After viewing "Video 7: Identify Activities to Get Intervention Ready," please answer the following reflection questions before moving on:

Consider your own experience with implementing new programs, policies, or practices. What parts of getting the intervention ready were skipped or fast-tracked that led to challenges down the road?	
Think about a current agency project. Are there additional activities for your team to consider that might help prepare the intervention for implementation?	

Video 8: Identify Activities to Get Agency Ready

After viewing "Video 8: Identify Activities to Get Agency Ready," please answer the following reflection questions before moving on:

What can your agency do to prevent duplication and overload for staff who deliver the intervention?	
Is there an existing practice model that can be integrated with the intervention? What strategies or activities could you use to support this integration?	

Video 9: Identify Activities to Roll Out and Measure

After viewing "Video 9: Identify Activities to Roll Out and Measure," please answer the following reflection questions before moving on:

Consider the rollout of a previous project. Were any critical components skipped or fast-tracked? How did that affect success of the intervention later?	
When developing work plan activities, how can your team begin to think through to monitoring and evaluating a new program, policy, or practice?	

Video 10: Identify Communication and Engagement Activities

After viewing "Video 10: Identify Communication and Engagement Activities," please answer the following reflection questions before moving on:

In your experience, how has communication about a new program or intervention influenced buy-in or motivation for the effort? What kinds of communication have been most effective when starting a new intervention?	
What impact can engaging stakeholders and members of the target population in work plan development and review have on success of the initiative? How can your team meaningfully engage these groups in this process?	

Video 11: Consolidate and Review Implementation Plan

After viewing "Video 11: Consolidate and Review Implementation Plan," please answer the following reflection questions before moving on:

How can proactive identification of potential barriers and the strategies to mitigate them help keep implementation plans on track?	
Think about a current or future agency pilot project. What are some examples of how to reduce risks before larger scale implementation of an intervention?	
Leadership change can happen at any point during an implementation process. Think about a current project your agency is implementing. What are some examples of proactive strategies your team can use to help the process continue moving forward smoothly in the event of a change in leadership?	
What are the benefits of ensuring all stakeholder groups, including partner organizations, staff that may carry out the intervention, and members of the target population who may receive the services, review the plan?	