

Change and Implementation in Practice

Webinar Discussion and Activity Guide

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 creating a plan with clear steps for preparing an agency, building capacity, and rolling out the intervention lays the groundwork for implementation success. This guide and this recorded webinar 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. Gather your staff to watch the webinar, "[Preparing Your Team for Success: Strategies for Implementation Planning](#)," to learn how to engage stakeholders and team members in planning and preparing to implement an intervention. Then, use this guide to facilitate discussions and lead your team to move learning into action.

Get Ready

Before viewing the webinar, prepare your team by sharing the "[Change and Implementation in Practice: Implementation Planning and Capacity Building](#)" brief to build a common understanding of the key concepts and terms related to implementation. Individuals can use the short Implementation Planning and Capacity Building [videos](#) and workbook to reflect on the implementation planning process and prepare for team discussions. Ask group members to compare their experiences planning for implementation with the structured approach described in the brief. As a group, identify the benefits and challenges of using a structured approach for implementation planning. Consider the benefits and challenges for the agency, for stakeholders, for families and children receiving services, and for each team member.

Help your team connect to concepts by asking members to think about these questions first and to make notes as they watch the webinar:

- ▶ Think about a time when a new program or practice was rolled out, and then was stopped or significantly delayed due to change in leadership or resources. What were the circumstances that caused the barrier? How could the barrier been anticipated and planned for to reduce the delay?
- ▶ Were you ever expected to deliver a new process, service, practice, or program but were not involved in the planning? How did that impact your ability to do the work? What would have helped to make it easier?
- ▶ Think about a time when you and other stakeholders knew about an intervention well in advance and felt that you had some input into the design. How did a communication plan help you understand the intervention and your role? How did that impact the success of the intervention?

Dive In

Watch "[Preparing Your Team for Success: Strategies for Implementation Planning](#)," a recorded webinar that explores the essential tasks in preparing for implementation, building capacity, and developing a plan and identifies common challenges and potential strategies to overcome barriers.

Pause the video at the first polling question slide. Ask your team:

- ▶ In your experience, what challenges have you encountered in developing strategies to build organizational capacity for implementing new programs, policies, or practices? Are these similar to challenges shared by others?

An Implementation Plan:

- ▶ Explains how an agency will prepare to implement an intervention and build needed capacity
- ▶ Identifies roles, responsibilities, timeframes, and milestones
- ▶ Coordinates and sequences activities
- ▶ Provides a roadmap for the implementation team
- ▶ Identifies needs and anticipates challenges
- ▶ Serves as a communication tool among team members, leadership, and stakeholders
- ▶ Supports decision-making and monitoring by leadership

Continue viewing, and ask your team to make note of the strategies suggested by the presenters to address challenges that may arise.

Talk About It

After viewing the webinar, allow your team to reflect on their notes. Lead a conversation about using a structured approach to planning and building capacity for implementing an intervention and identifying common barriers and strategies to overcome them. Select questions to spark dialogue and move toward action.

- ▶ What was the biggest takeaway from the webinar?
- ▶ Thinking about past initiatives, when have we used a structured process like this to plan and prepare for implementing an intervention?
 - Were we successful in outlining a process for how to accomplish the work? What worked well?
 - How did we assess the capacity of the agency to implement the intervention?
 - How did we use program champions and messaging strategies to strengthen motivation?
 - What stakeholders did we include in the conversation?
 - What challenges did we encounter? How did those influence the change implementation process?
 - How did we anticipate challenges?
 - What were our strongest areas?
 - What could we do differently?
- ▶ What, in your experience, are the biggest barriers to using a structured process for planning to implement an intervention and building capacity for new programs, policies, or practices?
- ▶ What are the agency's strengths that we can build on to overcome these barriers?
- ▶ What strategies have you seen that effectively support staff as they carry out an intervention?
- ▶ Thinking about specific change initiatives on the horizon:
 - How might identifying needs and anticipating challenges impact implementation?
 - How might we re-purpose resources from other initiatives in order to support implementation of a new intervention?
 - How can we be intentional about preventing duplication and overload on the expectations for staff who deliver an intervention?

Take the First Step:

- ▶ What would it take to start using a structured approach to planning and preparing to implement an intervention?
- ▶ What next steps could your agency take to begin assessing both general and initiative-specific implementation capacity?
- ▶ What strategies can your agency use immediately to improve practice?

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