

Readiness to Receive Assessment

This tool has been slightly adapted from Kaiser Permanente's "Spreading Effective Practices toolkit", (revised Sept 2013) for use in the Canadian Practices toolkit for further instruction and background about how to complete and use this tool.

About This Tool

The purpose of this assessment tool is to help a site determine its readiness to receive an effective practice from elsewhere. This tool is not a “pass/fail test.” Instead, it is meant as a discussion guide to support informed decision making, to assist sites to be successful in their implementation efforts, and to help set realistic expectations. It may evoke important dialogue regarding issues of sponsorship, culture, resources, or other enabling factors. The intent is to encourage critical conversations at the outset of a spread project, rather than when difficulties arise. In addition to using this site readiness tool, the receiving site should assure that the practice itself is ready for spread, ideally by using Kaiser Permanente’s “Practice Readiness for Spread” assessment tool (adapted by Healthcare Excellence Canada).

Who to Involve in the Assessment Process

This assessment tool is primarily intended for use by the receiving site’s champion(s), project leader(s), and front-line representative to address the question: “Are we ready to receive and implement this effective practice from another site?” The process to complete the tool may best be facilitated by an Improvement Advisor or other person, not directly responsible for the program, who is knowledgeable about practice transfer.

Instructions

1. Scan through the four main sections to get an overview of main areas for assessment.
2. The rows within each section present key elements of readiness for successful spread. For each element, simple statements illustrate different levels of readiness, from Start-Up to Well Established.
3. For each row:
 - First each participant rates site readiness** individually. **Circle all the statements** that describe the site. **Be realistic** – assess the site as it is not how you hope it would be. **Use judgment** in deciding which statements to circle – do your best to capture the spirit of the assessment, not details of the wording.
 - Then the facilitator leads a brief discussion** to produce a “sense of the group.” Record the consensus on a master copy of the assessment tool. Don’t get hung up on unanimity. It’s OK to record a range.
4. For each section:
 - First each participant assigns an overall score** on their own, using the 1-4 scale. **Circle the score. Use judgment**, considering all the elements in the section. The **overall score needn’t be an average** of scores representing each element. In some cases it might make sense for the overall score to be based on the lowest score for any element.
 - Then the facilitator leads a brief discussion** to produce a “sense of the group”. **Circle the consensus score** on a master copy of the assessment tool. If some participants dissent from the consensus, note the range of outliers.

When scores are completed for all four sections, **go to the Scoring and Summary** page and follow the instructions. The Scoring and Summary also includes simple recommendations about where to focus energy in strengthening readiness for spread.

Facilitator – Please complete the following information on the master copy.

Information	Response
Facilitator (name, position)	
Date	
Practice Assessed (title or description)	
Regional/Medical Center affiliations	
Participants (name, position)	
1.	
2.	
3.	
4.	
5.	
6.	

1. Leadership Alignment

What is the primary organizational goal or strategy addressed by the practice?

What is the primary sponsor?

What oversight body will be accountable?

Element	Well Established			Start Up
	4	3	2	1
Alignment with Strategy, Goals, and Priorities	The practice is unquestionably aligned with top-level strategy and goals, and the organization is aligned on these goals	3	2	Alignment is uncertain or incomplete
Sponsorship & Leadership	Sponsor(s) have been confirmed, have sufficient authority and/or influence and a record of successful sponsorship, have demonstrated personal commitment, and will dedicate sufficient time and resources to drive and sustain change	3	2	Sponsor(s) unclear, unproven, uncommitted, and/or overstretched
Oversight Structure	An oversight group is in place that will govern, execute, and monitor all needed changes; the group has a record of successful implementation and has needed structures, processes, and capacity	3	2	Oversight group is not in place or may be ineffective
Overall Use judgment, based on all above	4	3	2	1
Comments	Note gaps to address and strengths to build on:			

2. Implement Infrastructure

Practices rarely spread effectively without supporting infrastructure, such as a champion, project management, training to teach new skills, and a measurement plan.

Element	Well Established			Start Up
	4	3	2	1
Champion	A project champion has been identified and has the requisite passion, time, and commitment to lead change	3	2	Champion's ability is uncertain
Project Management	A project manager has been identified, who has a track record of successful implementation and the requisite, effectiveness, time, and commitment to manage the change process. A process is in place to escalate and resolve issues	3	2	Project manager is untested or overstretched; weak problem solving
Training	Any needed training has been arranged for new and existing staff; adequate backfill will be provided during training	3	2	Training will be needed but is not resourced
Measuring and Monitoring	Comprehensive and meaningful metrics have been developed and will be reported frequently to track progress	3	2	Metrics are limited or infrequent
Overall Use judgment, based on all above	4	3	2	1
Comments	Note gaps to address and strengths to build on:			

3. Organizational Culture

A site has highest readiness to receive a new practice if all involved units are high functioning, work well together, value accountability and adaptability, and is poised for change.

		Well Established			Start Up
Element		4	3	2	1
Operational Effectiveness	The units that will be affected have effective structures, management, and processes, and have capacity		3	2	Units have known deficits or lack capacity
Relationships Among Units	Affected units have existing interactions and a demonstrated ability to work across disciplines as needed		3	2	Units do not work together effectively
Organizational Culture	Affected units have a culture that values accountability, adaptability, and a can-do attitude		3	2	Culture of effectiveness is lacking
Readiness for Change	All involved units understand the need for change, eagerly anticipate it, and have successfully implemented other changes		3	2	Affected units are not prepared for change
Overall Use judgment, based on all above		4	3	2	1
Comments	Note gaps to address and strengths to build on:				

4. Operational Resources

Many practices cannot be implemented successfully without specific staff skills, facilities, equipment, or supporting technology; these warrant up-front attention to needed resources.

		Well Established			Start Up
Element		4	3	2	1
Staff Skills and Capacity	Affected staff have the ability and capacity to learn new skills and to adapt their work as needed for the practice		3	2	Key staff have gaps in skills or capacity
Space and Equipment	Facilities and/or equipment needed for the new practice have been clearly defined; they are available and well maintained or are fully budgeted		3	2	Needed facilities or equipment are not committed
Technology	Technology requirements have been fully defined; all needed technology is available and up to date or is fully budgeted, and sponsors have committed to maintaining or upgrading over time		3	2	Supporting technology is uncertain or unavailable
Overall Use judgment, based on all above		4	3	2	1
Comments	Note gaps to address and strengths to build on:				

Scoring and Summary

Instructions

1. Transfer the overall score from each section into the summary below.
2. Write in the element(s) from each section that had the lowest score.
3. Consider the recommendations corresponding to the overall score. In most cases spread will be best supported by addressing the earliest recommendations first.
4. Complete the 'lessons learned' box by noting the strengths and gaps identified.

Section	Recommendations by Score
<p>1. Leadership Alignment</p> <p>Overall score:</p> <p>Weakest element(s):</p>	<p><input type="checkbox"/> 1-2 Focus on aligning with organizational goals and building sponsorship</p> <p><input type="checkbox"/> 3 Begin assessing other aspects of site readiness, and strengthening them as needed</p> <p><input type="checkbox"/> 4 Focus on other aspects of site readiness (but maintain sponsor engagement)</p>
<p>2. Implementation Infrastructure</p> <p>Overall score:</p> <p>Weakest element(s):</p>	<p><input type="checkbox"/> 1-2 Focus on establishing project management and other infrastructure that will be needed for successful execution</p> <p><input type="checkbox"/> 3 Begin efforts to assemble any space, equipment, training, or technology that will be needed</p> <p><input type="checkbox"/> 4 Focus your implementation infrastructure on developing other aspects of site readiness</p>
<p>3. Organizational Culture</p> <p>Overall score:</p> <p>Weakest element(s):</p>	<p><input type="checkbox"/> 1-2 Consider strengthening the overall operating effectiveness and capacity of key units before trying to introduce a new practice</p> <p><input type="checkbox"/> 3 Begin putting in place the resources needed to implement the new practice and manage change</p> <p><input type="checkbox"/> 4 Focus on other aspects of site readiness (but keep effectiveness and morale high)</p>
<p>4. Operational Resources</p> <p>Overall score:</p> <p>Weakest element(s):</p>	<p><input type="checkbox"/> 1-2 Focus on securing resources that will be needed to implement the practice effectively</p> <p><input type="checkbox"/> 3 Engage your sponsors to assure that the project is not under- resourced</p> <p><input type="checkbox"/> 4 Focus on other aspects of site readiness (but make sure resources secured for this practice are not reallocated)</p>

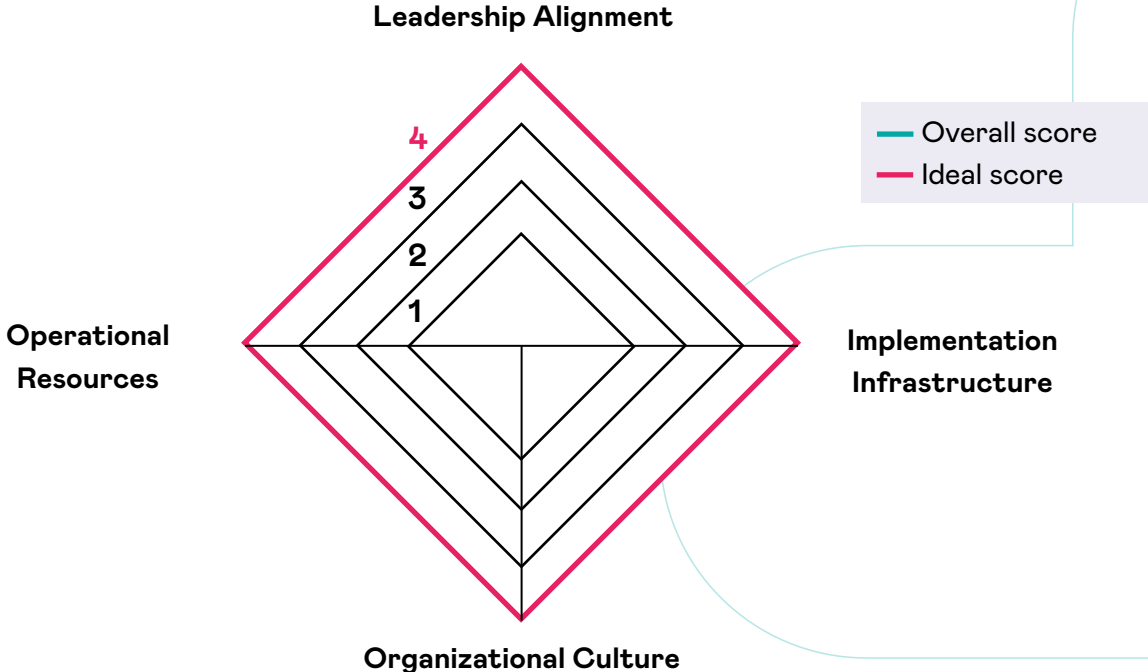
Readiness to Receive Assessment Scoring Sheet

- Fill out the overall score based on the “scoring and summary” table above.

	Overall Score	Ideal Score	Element(s) with Lowest Score
Leadership Alignment		4	
Implementation Infrastructure		4	
Organizational Culture		4	
Operational Resources		4	
TOTAL		16	

Readiness to Receive Assessment Results

- Chart the overall score on the graph below to visualize your results.



Lessons Learned from the Site Readiness to Receive Assessment

Strengths – What are the strengths to build on?

How can you use these strengths to promote spread?

Gaps – What gaps must be addressed?

What can you do to address these gaps?