Implementation in the real world rarely follows a straight path from one step to the next, but research indicates that there are generally four stages in implementing any intervention. The first two stages involve exploratory and planning activities. In stage three the intervention is implemented for the first time, reviewed and improved, before being fully implemented in the fourth stage. Different but related activities occur at each stage of implementation.
Examples of Key Stage-Based Implementation Activities

01 EXPLORING & PREPARING

- Form Implementation “Team” or Re-Purpose/Expand a Current Group
- Develop communication plan to describe the exploration process (e.g. activities, participants, timeline, benefits, risks) to key stakeholder groups
- Analyse data to determine need and prevalence of need
- Select targeted areas to address need
- Review and identify programmes, practices, or approaches that match target area and address need
- Select programmes/practices for continued exploration
- Develop methods to promote exploration and assess buy-in for range of impacted stakeholders
- Analyse information and results of exploration activities
- Makes recommendation to appropriate level

02 PLANNING & RESOURCING

- Identify structural and functional changes needed (e.g. policies, schedules, space, time, materials, re-allocation of roles and responsibilities, new positions needed)
- Make structural and functional changes needed to initiate the new programme, practice, or approach
- Development of selection protocols for practitioners
- Selection of implementers
- Identification of training resources and logistics
- Training of implementers
- Develop coaching and support plans for practitioners
- Evaluate “readiness” and sustainability of data systems at service user level
- Evaluate “readiness” and sustainability of fidelity data system
- Analyse and problem-solve around the sustainability of training, coaching, data systems
- Establish communication links to report barriers and facilitators during next stage (i.e. Implementation and Operationalising)
Examples of Key Stage-Based Implementation Activities

03 IMPLEMENTATION & OPERATIONALISING

- Communication plan(s) developed to inform stakeholders of launch, activities, and convey support
- Communication protocols developed for identifying barriers and adaptive challenges and problem-solving at each “level” (e.g. weekly implementation team meetings to identify issues, create plans, review results of past problem-solving efforts, forward issues to next “level” as appropriate)
- Written coaching plan developed at relevant levels (e.g. agency, practitioner)
- Coaching system in place
- Data systems in place for measuring and reporting outcomes
- Data systems in place for measuring and reporting fidelity
- Document that reviews initial implementation challenges
- Revision recommended for Implementation Drivers based on review of challenges and with sustainability considerations

04 FULL IMPLEMENTATION

- Monitoring and support systems are in place for each Implementation Driver:
  a) Recruitment and Selection
  b) Training and Booster Training
  c) Coaching processes and data
  d) Outcome data measures and reporting process
  e) Fidelity measures and reporting process
- Feedback process from practitioners to management is in place and functional (e.g. practitioner participation on Implementation Teams)
- Feedback process from service/programme to higher level of management in place and functional
- Leadership and Implementation Teams use data to make decisions (e.g. clinical outcomes, behaviour, and fidelity)
- Improvement processes are employed to address issues through the use of data, development of plans, monitoring of plan execution and assessment of results

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