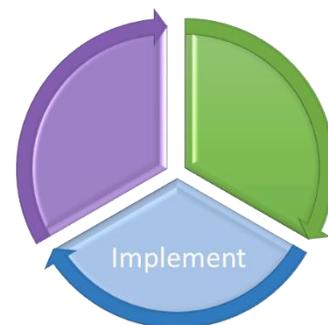


IMPLEMENT PROGRAM

Purpose:

In this stage, you will begin implementing the program or program change. The implementation of the program or program change will happen in phases and should be guided by feedback from stakeholders. Feedback you gather will contribute to the improvement of your initial implementation, moving you closer to a full scale implementation of the program.



TOOL

- *Work Plan*

1: Implement activities

The implementation of a new program takes time and happens in stages, moving from describing the program, establishing key indicators, preparing to implement, to actually launching the implementation of the program or program change.

Depending on the type of program or program change, this step can vary considerably. For some programs, this step is what is done, day-in and day-out, and may continue to be done for a number of years. For other programs, this step may be time-limited, reflecting the duration of a specific program component being implemented. For example, if a communication or social marketing campaign is being implemented, then this step might be limited to the duration of the campaign.

To start, review the tasks in the **Work Plan** tool, and confirm that timelines are realistic and attainable. If timelines are extended or altered, be sure to update the work plan regularly and communicate changes with the implementation team, staff involved in the program, and stakeholders. As well, review communications and the proposed program and/or service delivery with cultural safety and cultural humility considerations in mind. Lastly, consider pilot projects or phased implementation to allow early feedback and adjustments to the program's processes.

For more information on health equity, cultural safety, and cultural humility, refer to the *Health Equity* concept guide.

***“Implementation** is a process, not an event. Implementation will not happen all at once or proceed smoothly, at least not at first” (Fixsen et al., 2005).*

Guiding Questions

- Have the timelines and resources considered the demands related to assessing and addressing potential unintended health equity impacts of the chosen program activities or program change? (Ministry of Health & Long-Term Care, 2012)
- What internal or external factors may influence timelines outlined in the **Work Plan**?

2: Gather feedback from key stakeholders

Gathering feedback is an essential component of implementation. Feedback collected from the implementation team, internal and external stakeholders, including priority and target populations, staff, and senior leadership can help identify strengths, weaknesses, and general concerns with how the program or program change has been implemented.

Step 2a: Develop plan to collect feedback

Consider developing a plan to regularly collect feedback from stakeholders. Information about implementation barriers and successes can be used to improve program delivery and support program change(s) (Fixsen et al., 2009). Some examples that provide feedback opportunities for stakeholders include:

- Regularly checking in with participants of the program
- Team and/or divisional meetings
- Debriefing sessions
- Reflective practice opportunities
- Routine monitoring of key process indicators

Step 2b: Document and analyze feedback

Document the collected feedback. It is important to review and analyze all feedback and information on an ongoing basis. As feedback is reviewed and analyzed, identify possible changes that may be needed to improve the implementation of the program or program change.

For more information on engaging stakeholders, refer to the *Engage Stakeholders* concept guide.

Guiding Questions

- Does the program's implementation plan consider collecting feedback from internal and external stakeholders, including target and priority populations?
- Have you considered any internal or external barriers that might prevent the collection of reliable feedback, and developed an approach that reduces or eliminates these barriers?

3: Make adjustments

Once you have gathered and documented feedback from stakeholders, you need to review the feedback and determine which, if any, indicate the need to make adjustments to your program. When you are reviewing the feedback, it is important to note that it may not be possible to translate every piece of feedback into a program adjustment. Make sure to consider the feasibility of each proposed change prior to making the decision to make adjustments to the program or program change. Any adjustments to the program should be documented in the **Work Plan**, and if required, the **Scope of Work, Project Request or Project Charter**. When the **Work Plan** and **Scope of Work, Project Request or Project Charter** have been updated to reflect adjustments, communicate changes to the implementation team, staff, and stakeholders.

Guiding Questions

- Are the adjustments to the work plan feasible and realistic?
- Will additional resources be required to accommodate adjustments to the work plan?
- Have the impacts of the adjustments on target and priority populations been considered?

Implement Program Stage Checklist

Items relevant to Staff;

Items relevant to the Program Manager

<input type="checkbox"/>	Step 1: Implement activities
<input type="checkbox"/>	Review and confirm Work Plan timelines
<input type="checkbox"/>	Modify the work plan (if needed)
<input type="checkbox"/>	Regularly communicate changes with implementation team
<input type="checkbox"/>	Step 2: Gather feedback from key stakeholders
<input type="checkbox"/>	Develop plan to collect feedback from stakeholders
<input type="checkbox"/>	Document and analyze feedback
<input type="checkbox"/>	Step 3: Make Adjustments
<input type="checkbox"/>	Modify the work plan and/or Scope of Work, Project Request or Project Charter (if needed)
<input type="checkbox"/>	Make adjustments to implementation of program and/or program change
<input type="checkbox"/>	Regularly communicate changes with the implementation team

References

- Fixsen, D. L., Blase, K. A., Duda, M. A., Naoom, S. F., & Van Dyke, M. (2009). *Making it happen: Implementation drivers and stages*. Powerpoint presentation.
- Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M., & Wallace, F. (2005). *Implementation research: A synthesis of literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).
- Ministry of Health & Long-Term Care. (2012). *Health Equity Impact Assessment (HEIA) Workbook*. Retrieved from <http://www.health.gov.on.ca/en/pro/programs/hea/docs/workbook.pdf>