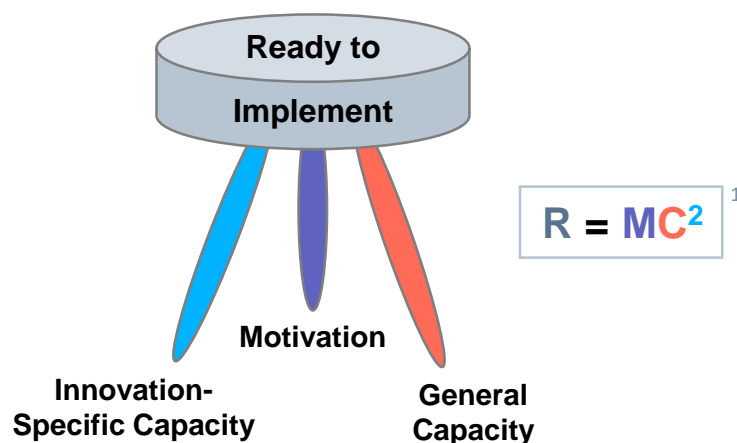# Readiness Guide

What is Readiness?

Readiness refers to an organization's **commitment** (motivation) and collective **ability** (capacity) to implement an innovation such as comprehensive medication management (CMM).

Ready to Implement

Motivation

Innovation-Specific Capacity

General Capacity

$$R = MC^2 \quad [1]$$

Why is Readiness Important?

Based on previous research, readiness has been found to be an important factor in successful implementation of any innovation.

In fact, failure to establish sufficient readiness accounts for one-half of all unsuccessful, large-scale organizational change efforts.[2]

Since readiness is connected to successful implementation, and successful implementation is associated with clinical, humanistic, and economic outcomes, we can assume that insufficient readiness will impact the likelihood of achieving desired outcomes.

Lack of Readiness → **Failed Implementation** → **Decreased Likelihood of Achieving Intended Outcomes**

Readiness may look different in different clinical settings and it can vary by context and type of project. It may also change over time. Readiness is something that must be evaluated prior to starting any new project and should be monitored periodically throughout any implementation or improvement effort.

[1] Scaccia JP, Cook BS, Lamont A, *et al.* A practical implementation science heuristic for organizational readiness: R = MC². *J Community Psychol.* 2015; 43(4): 484-501.
[2] Weiner BJ. A theory of organizational readiness for change. *Implementation Science.* 2009; 4(67). doi:10.1186/1748-5908-4-67

CMM in Primary Care Research Team

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Readiness Thinking

Below are examples of questions your team should answer as part of the readiness process.

Motivation	General Capacity	Innovation-Specific Capacity
Does this seem better than the alternatives?	Do we function well overall?	Do we have what we need to make this happen?
How well would this fit in our context?	What are the expectations for how we do things?	Do we have the right knowledge and skills to make this happen?
How complicated would this be?	How do we feel about being here?	Are there important people that would support this?
How easy would it be to test this out?	How do we feel about change?	Do we have the overall support and structure to enable this?
Would we be able to see the effect of this in "small wins"?	How clear is it where we get and use our resources?	Do we have connections to other people or places to help us do this?
How important is this compared to other priorities?	How effective are our leaders?	
	How well do we function day-to-day?	
	How experienced and skillful are we?	

Staircase to Readiness: The Process

READINESS STEP	Available Tools[3]
STEP 1: Build your implementation team	*Team Composition Guide*
STEP 2: Assess your clinic's readiness	*Readiness Thinking Worksheet Readiness Assessment[4]*
STEP 3: Analyze, discuss, and prioritize opportunities to build your readiness	A readiness assessment heat map[5] *Readiness Priority Matrix*
STEP 4: Create your readiness action plan	*Readiness Action Plan and Monitoring Tool*
STEP 5: Engage in readiness building and re-assess readiness throughout the implementation process	

[3]The majority of these tools can be accessed through the *CMM Implementation System* website.
[4]See page 3 of this document for a sample of this tool. Please contact us if you are interested in accessing the full version.
[5]See page 3 of this document for a sample heat map.

Readiness Assessment - Sample Items

Part II: Innovation-Specific Capacity

Please indicate how much you agree with each statement on a scale ranging from **"Strongly Disagree"** to **"Strongly Agree."**

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	I do not understand the question	I do not have sufficient knowledge
1. The team has the capabilities necessary to implement CMM to achieve the intended outcomes.	○	○	○	○	○	○	○	○
2. The team has the knowledge needed to implement CMM.	○	○	○	○	○	○	○	○
3. The team has the concrete skills needed to implement CMM.	○	○	○	○	○	○	○	○

Please contact us if you are interested in accessing the full version of this tool.

Sample Heat Map Items

- Scores can be reported individually or averaged for the team
- Items are rated on a spectrum scale, where dark green is strongly positive and dark red is the most negative
- After a heat map report is generated, you will be able to discuss areas to prioritize

INNOVATION-SPECIFIC CAPACITY	Scores
INNOVATION-SPECIFIC KNOWLEDGE, SKILLS, AND ABILIITES	**Avg: 5.00**
1. The team has the capabilities necessary to implement CMM to achieve the intended outcomes.	6
2. The team has the knowledge needed to implement CMM.	5
3. The team has concrete skills needed to implement CMM.	4
PROGRAM CHAMPION	**Avg: 1.33**
4. An influential person(s) at the clinic strongly promotes the use of CMM.	1
5. At least one person clearly communicates the needs and benefits of CMM to others outside the team.	2
6. There is a person who shares the team's progress on the implementation of CMM with others outside of the team.	1
RESOURCES AND PROCESSES FOR IMPLEMENTATION	**Avg: 3.67**
7. The clinic actively supports CMM.	4
8. There is adequate space available for delivering CMM.	2
9. Informational resources necessary to carry out CMM (e.g., current clinical guidelines, CMM Common Language Document) are readily available.	5