



Guidelines implementation strategies rating tool

This implementation tool accompanies the *Guidelines on co-occurring conditions implementation toolkit*, which aims to support Australian alcohol and other drug (AOD) organisations translate the *Guidelines on co-occurring conditions (3rd edition)* into practice. This tool has adapted strategies from the Expert Recommendations for Implementing Change (ERIC) project¹ for the context of the Toolkit but is not a definitive list of strategies organisations may choose to use. It is at the discretion of each organisation which strategies and tools they perceive are most suitable and feasible for their treatment setting. For more guidance and alternatives to using this tool (e.g., brainstorming), see [Step 4 of the Toolkit](#).

External collaboration or communication strategies			
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Build an implementation coalition	Recruit and cultivate partnerships with external services to form a dedicated collaborative or working group that aims to implement Guidelines recommendations. Activities may include sharing resources, responsibilities and local knowledge for implementing Guidelines recommendations.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Conduct external outreach visits and develop resource sharing agreements	Meet with external services in their practice settings to discuss how to implement Guidelines recommendations and develop resource sharing agreements (e.g., sharing equipment, staff, data, policies or procedures, costs). Resource sharing agreements may involve formal memorandums of understanding (MOUs).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	

¹Powell, B.J., Waltz, T.J., Chinman, M.J. et al. (2015). A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change (ERIC) project. *Implementation Science*, 10:21 <https://doi.org/10.1186/s13012-015-0209-1>



External collaboration or communication strategies (continued)							
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?					Which gap/s and barrier/s will this strategy address?
Visit other sites	Visit external services where the implementation of Guidelines recommendations has been successful. Identify any adaptations the service has made to implement Guidelines recommendations for their local context, and document lessons learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Not at all	Slightly	Moderately	Very	Extremely	
Inform local opinion leaders	Inform people with the capacity to effect change with your local health system about the importance of implementing Guidelines recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Not at all	Slightly	Moderately	Very	Extremely	
Consult with external experts about the implementation processes	Consult with external experts regarding aspects of implementation you require assistance with, including but not limited to: i) implementation or quality improvement experts; ii) experts in clinical practice; iii) data experts, or iv) academic or educational institutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Not at all	Slightly	Moderately	Very	Extremely	
Work with educational institutions for professional development	Form partnerships with educational institutions to train AOD workers in Guidelines recommendations. Depending on the barriers to implementation you have identified, training may focus on knowledge or skills-based training for specific areas of practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Not at all	Slightly	Moderately	Very	Extremely	



Internal collaboration or communication strategies			
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Involve executive or advisory boards	Involve existing governing structures in the implementation process, such as reviewing strategies or work plan deliverables. If the organisation has multiple boards, consider tailoring involvement (e.g., request feedback about the suitability of strategies for staff from clinical advisory board and whether strategies would have an impact on client outcomes from lived experience advisory board).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Identify implementation champions	Identify individuals who are dedicated to driving the implementation of Guidelines recommendations. Provide champions with additional support such as: i) additional training; ii) addressing disincentives to champion role (e.g., workload, resistance to change from colleagues); iii) implementation materials, and iv) other champions or a working group.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Establish implementation working group	Identify and recruit a group of staff across multiple levels of the organisation to provide input and advice on the implementation process, put implementation strategies into practice, and monitor change. Developing written agreements such as: i) how often working group meetings will occur and, ii) what each member will be responsible for within a certain time period, may assist in retaining members.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Strategies related to changing internal policies, processes or infrastructure

Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Access new funding	Access new or existing funds to facilitate the implementation of Guidelines recommendations, such as reallocating funds internally, applying for external grants, cost-sharing or raising funds.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Change service sites or infrastructure	Change the location of where services are provided (e.g., from on-site detoxification only to home detoxification option) and/or the infrastructure used to provide services (e.g., from on-site aftercare only to a telehealth option).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Change internal policies or procedures	Change internal processes or procedures to facilitate the implementation of Guidelines recommendations. Changes may include modifying organisation-level policies, procedures for staff, templates used by staff when delivering clinical care, and data systems used to record and share information.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Strategies related to changing internal policies, processes or infrastructure (continued)

Strategy and example of tool	Definition	<u>Overall</u> , how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Revise professional roles	Change the scope and duties of staff within the organisation to facilitate the implementation of Guidelines recommendations. This may include expanding who serves on clinical or case management teams (e.g., the inclusion of peer workers at case planning meetings).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Clinical reminders or feedback	Develop reminder systems designed to help staff implement Guidelines recommendations as part of day-to-day practice. Reminders could be provided electronically, in print or verbally at specific time points during care delivery.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Facilitate relay of data to clinicians	Develop systems to provide clinicians with as close to real-time data as possible for key indicators of Guidelines recommendations as a way of promoting their implementation in practice.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Strategies related to changing internal policies, processes or infrastructure (continued)							
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?					Which gap/s and barrier/s will this strategy address?
Obtain and use feedback from clients and loved ones	Develop strategies to capture feedback from clients and loved ones on the impact of Guidelines recommendations and/or the implementation project. Strategies could include Client Reported Experience Methods (e.g., surveys, forms) or talk-based feedback. While ensuring confidentiality is maintained, share feedback with organisational leader and/or implementation teams and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Use incentives	Introduce incentives for implementing Guidelines recommendations in practice, such as promotion to leadership roles with the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mandate change	Have organisational leaders declare that the implementation of Guidelines recommendations is a priority or requirement. If using this strategy, it is important to ensure that AOD workers have the organisational support, autonomy, knowledge and skills required to comply with requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Strategies related to developing and distributing implementation tools for local setting

Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Develop implementation tools to adapt Guidelines recommendations for local setting	Consult with stakeholders (e.g., AOD workers, people with lived experience and loved ones) to identify ways in which Guidelines recommendations can be tailored to your AOD treatment setting. Develop tools that facilitate these adaptations in practice. Tools may be focused on increasing knowledge (e.g., distilling Guidelines information into pocket guides or decision aids) or skills (e.g., treatment manuals, video examples of doing recommendation in practice).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Develop and implement strategies and tools for ongoing monitoring	Develop and implement strategies and tools to collect implementation indicators for Guidelines recommendations as part of ongoing quality improvement processes.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Conduct cyclical small tests of change	Conduct small changes to existing practice that aim to implement specific aspects of Guidelines recommendations (e.g., slight modifications to screening tools during intake). Record the outcomes of these small changes and refine changes in a cyclical fashion (e.g., Plan, Act, Study, Do cycles) before scaling changes across the organisation.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Strategies related to developing and distributing implementation tools for local setting (continued)

Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Conduct educational meetings	Hold meetings targeted toward different stakeholder groups (e.g., organisational leaders, clinical staff, administrative or support staff) to discuss Guidelines recommendations and why they are important to implement in practice.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Model and simulate change	Model or simulate the changes to practice before commencing implementation. For example, simulating changes to workflow at staff meetings, having team leaders model changes prior to implementing the changes more widely across the organisation, or sharing anticipated improvements in client outcomes that changes will have.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Professional development strategies			
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Conduct ongoing training Tool example: <u>Guidelines on co-occurring conditions online and skills-based training programs</u>	Plan for and conduct ongoing training for Guidelines recommendations. This may include a minimum level of knowledge-based training for Guidelines recommendations required of all staff, as well as ongoing opportunities for professional development so staff feel supported to put their knowledge into practice. Foundational knowledge may be monitored by incorporating training into onboarding or establishing a staff training registry. Ongoing opportunities for professional development would ideally be needs-based rather than one-size-fits-all, and inclusive different staff roles (e.g., night shift or casual staff).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Provide clinical supervision	Provide staff who work in a clinical capacity with ongoing supervision focusing on how to implement Guidelines recommendations into practice. This may also need to include training for staff members providing clinical supervision. Consider providing ongoing consultation as part of clinical supervision (e.g., regular 1:1 meetings with supervisors) so staff can gain feedback from supervisors and reflect on their day-to-day practice.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	



Professional development strategies (continued)			
Strategy	Definition	Overall, how suitable and feasible is this strategy for your organisation and the gaps and barriers you aim to address?	Which gap/s and barrier/s will this strategy address?
Use train-the-trainer strategies Tool example: <u>Guidelines on co-occurring conditions train-the-trainer workshops</u>	Train designated clinicians to train other staff members on how to implement Guidelines recommendations in practice. Training facilitators will ideally have: i) completed tertiary education in training, ii) have a comprehensive knowledge of co-occurring conditions and/or experience working with people experiencing co-occurring conditions; iii) be skilled in alcohol and other drug and mental health interventions, iv) possess sound training skills, and v) have the capacity to deliver workplace training.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	
Create a learning collaborative Tool example: <u>Comorbidity Guidelines Community of Practice</u>	Facilitate the formation of collaborative learning groups that facilitate the implementation of Guidelines recommendations (e.g., learning collaboratives or communities of practice). Participants may choose to meet online or in person. The inclusion of a leader and/or quality manager within the collaborative may be useful.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Not at all Slightly Moderately Very Extremely	