

Implementation of COACH: Semi-Structured Interview Guide

Notes to interviewer:

1. All questions will not be relevant for all stakeholders and will vary depending on the stage of implementation. Tailor questions by deleting questions that do not apply to stakeholder/stage – it is likely that more than half will be deleted for an appropriate interview of reasonable length)
2. The intervention = the COACH decision support tool to support patients in self-managing blood pressure, home blood pressure, and cardiovascular disease risk

Evidence Strength & Quality

1. What kind of supporting evidence or proof is needed about the effectiveness of the intervention to get staff on board?
 - Co-workers? Administrative leaders?

Relative Advantage

1. Is there another intervention that people would rather implement?
 - Can you describe that intervention?
 - Why would people prefer the alternative?

Adaptability

1. What kinds of changes or alterations do you think you will need to make to the intervention so it will work effectively in your setting?
 - Do you think you will be able to make these changes? Why or why not?
2. Who will decide (or what is the process for deciding) whether changes are needed to the intervention so that it works well in your setting?
 - How will you know if it is appropriate to make any changes?
3. Are there components that should not be altered?
 - Which ones should not be altered?

Trialability

1. Will the intervention be piloted prior to full-scale implementation?
 - [If Yes] Can you describe what your plans are for piloting the intervention?
 - [If Yes] What will the pilot look like?
2. Do you think it would be possible to pilot the intervention before making it available to everyone?
 - Why or why not?
 - Would this be helpful?

Complexity

1. How complicated is the intervention?
 - Please consider the following aspects of the intervention: duration, scope, intricacy and number of steps involved and whether the intervention reflects a clear departure from previous practices.

Design Quality & Packaging

1. What is your perception of the quality of the supporting materials, packaging, and bundling of the intervention for implementation?
 - Why?
2. What supports, such as online resources, marketing materials, or a toolkit, are available to help you implement and use the intervention?
 - How do you access these materials?
3. How will available materials affect implementation in your setting?

Cost

1. What costs will be incurred to implement the intervention?

Patient Needs & Resources

1. To what extent were the needs and preferences of the individuals served by your organization considered when deciding to implement the intervention?
 - Can you describe specific examples?
 - Will the intervention be altered to meet their needs and preferences?
2. How well do you think the intervention will meet the needs of the individuals served by your organization?
 - In what ways will the intervention meet their needs? E.g. improved access to services? Reduced wait times? Help with self-management? Reduced travel time and expense?
3. How do you think the individuals served by your organization will respond to the intervention?
4. What barriers will the individuals served by your organization face to participating in the intervention?
5. Have you heard stories about the experiences of participants with the intervention?
 - Can you describe a specific story?

Peer Pressure

1. Can you tell me what you know about any other organizations that have implemented the intervention or other similar programs?
 - How has this information influenced the decision to implement the intervention?
2. To what extent are other units within your organization implementing the intervention?
 - How does that affect support for implementing the intervention in your own setting?
3. To what extent would implementing the intervention provide an advantage for your organization compared to other organizations in your area?
 - Is there a competitive advantage?
 - Is there something about the intervention that would bring more individuals into your organization, instead of another one in your area?

External Policies & Incentives

1. What kind of local, state, or national performance measures, policies, regulations, or guidelines influenced the decision to implement the intervention?
 - How will the intervention affect your organization's ability to meet these measures, policies, regulations, or guidelines?
2. What kind of financial or other incentives influenced the decision to implement the intervention?

- How will the intervention affect your organization's ability to receive these incentives?
- How will the new intervention affect payment or revenue for your organization?

Structural Characteristics

1. How will the infrastructure of your organization (social architecture, age, maturity, size, or physical layout) affect the implementation of the intervention?
 - How will the infrastructure facilitate/hinder implementation of the intervention?
 - How will you work around structural challenges?
2. What kinds of infrastructure changes will be needed to accommodate the intervention?
 - Changes in scope of practice? Changes in formal policies? Changes in information systems or electronic records systems? Other?
 - What kind of approvals will be needed? Who will need to be involved?
 - Can you describe the process that will be needed to make these changes?

Networks & Communications

1. Can you describe your working relationship with influential stakeholders?
2. Are meetings, such as staff meetings, held regularly?
 - Do you typically attend?
 - Who typically attends?
 - What proportion of staff typically attend?
 - How often are the meetings held?
 - What is a typical agenda? How helpful are these meetings?
3. How do you typically find out about new information, such as new initiatives, accomplishments, issues, new staff, staff departures?
4. When you need to get something done or to solve a problem, who are your "go-to" people?
 - Can you describe a recent example?

Culture

1. How would you describe the culture of your organization? Of your own setting or unit?
 - Do you feel like the culture of your own unit is different from the overall organization? In what ways?
2. How do you think your organization's culture (general beliefs, values, assumptions that people embrace) will affect the implementation of the intervention?
 - Can you describe an example that highlights this?
3. To what extent are new ideas embraced and used to make improvements in your organization?
 - Can you describe a recent example?
4. *This question can be open-ended or elicit percentages so that they add up to 100%. e.g., my culture is 50% Team, 40% entrepreneurial, 10% hierarchical.*

Some people characterize culture in terms of four general types. To what extent would you characterize your culture as:

- Team (Clan) Culture (Flexible, Internal Focus): A friendly workplace where leaders act like mentors, facilitators, and team-builders. There is value placed on long-term development and doing things together.

- Hierarchical (Hierarchy) Culture (Control, Internal Focus): A structured and formalized workplace where leaders act like coordinators, monitors, and organizers. There is value placed on incremental change and doing things right.
- Entrepreneurial (Adhocracy) Culture (Flexible, External Focus): A dynamic workplace with leaders that stimulate intervention. There is value placed on breakthroughs and doing things first.
- Rational (Market) Culture (Control, External Focus): A competitive workplace with leaders like hard drivers, producers, or competitors. There is value placed on short-term performance and doing things fast.

Implementation Climate

1. *This question is likely to uncover topics to explore more within other sub-constructs, but be attentive to other themes that may not be included in your assessment.*

What is the general level of receptivity in your organization to implementing the intervention?

- Why?

Tension for Change

1. Is there a strong need for this intervention?
 - Why or why not?
 - Do others see a need for the intervention?
2. How essential is this intervention to meet the needs of the individuals served by your organization or other organizational goals and objectives?
3. How do people feel about current programs/practices/process that are available related to the intervention?
 - To what extent do current programs fail to meet existing needs? Will the intervention meet these needs?
 - How will the intervention fill current gaps?

Compatibility

1. How well does the intervention fit with your values and norms and the values and norms within the organization?
 - Values relating to interacting with individuals served by your organization, e.g. shared-decision making vs. being more directive?
 - Values related to referring to outside vendor-based programs vs. providing services by in-house staff?
2. How well does the intervention fit with existing work processes and practices in your setting?
 - What are likely issues or complications that may arise?

Relative Priority

1. Describe activities or initiatives that (appear to) have highest priority for you (for the organization)?
 - What kind of pressure are you feeling to accomplish this? Where is it coming from? Why?
2. To what extent might the implementation take a backseat to other high-priority initiatives going on now?
 - How important do you think it is to implement the intervention compared to the other priorities?

- How important is it to others, such as your coworkers or leaders, to implement the intervention compared to the other priorities?
- 3. How will you juggle competing priorities in your own work? How will your colleagues juggle these priorities?
 - What are the other priorities?
 - How does the priority of implementing the intervention compare to other priorities in your organization? For your own work?

Organizational Incentives & Rewards

1. What kinds of incentives are there to help ensure that the implementation of the intervention is successful?
 - What is your motivation for wanting to help ensure the implementation is successful?
2. Are there any special recognitions or rewards planned that are related to implementing the intervention?
 - Can you describe them?
 - Will these be targeted to groups/teams/units or individuals?

Goals & Feedback

1. To what extent are organizational goals monitored for progress?
 - Can you give an example of monitoring in terms of the type of information, who is informed, and how?
2. Do you get any feedback reports about your work?
 - What do they look like? Content, mode, form?
 - How helpful are those reports?
 - How can they be improved?
 - How often do you get them? Where do they come from?
 - Who designed them?
3. *This question can be framed in terms of the intervention. For example, in a healthcare setting: How does implementation of the intervention align with organizational goals related to preventing*

How does implementation of the intervention align with other organizational goals?

Learning Climate

1. Can you describe a recent quality improvement initiative or an implementation of a new program?
 - Can you describe the new initiative/program and the motivation to improve/implement it?
 - Can you tell me the major milestones or key accomplishments along the way?
 - What factors helped make it successful/fail?
 - Who were the key "players"?
 - What was your involvement?
 - Were people happy with the outcome/initiative?
 - Can you tell me about how leaders were involved? Who? Their roles? How they helped/hindered?
2. If you saw a problem in your own setting, what would you do?
 - Can you tell a story about a recent problem you resolved or initiative you participated in?
3. To what extent do you feel like you can try new things to improve your work processes?

- Do you feel like you have the time and energy to think about ways to improve things?
- Did you feel valued/respected by your supervisor for the role you played?
- What role did your supervisor (or other leaders) play? What actions did they take?

Readiness for Implementation

Leadership Engagement

1. What level of involvement has leadership at your organization had so far with the intervention?
 - Do they know about the intention to implement the intervention?
 - Who are these leaders? How do attitudes of different leaders vary?
 - What kind of support have they given you? Can you provide specific examples?
2. What kind of support or actions can you expect from leaders in your organization to help make implementation successful?
 - Who are these leaders? How do attitudes of different leaders vary?
 - Do they know about the intention to implement the intervention?
 - What kind of support can you expect going forward? Can you provide specific examples?
 - What types of barriers might they create?

Available Resources

1. Do you expect to have sufficient resources to implement and administer the intervention?
 - [If Yes] What resources are you counting on? Are there any other resources that you received, or would have liked to receive?
 - What resources will be easy to procure?
 - [If no] What resources will not be available?
2. How do you expect to procure necessary resources?
 - Who will be involved in helping you get what is needed?
 - What challenges do you expect to encounter?

Access to Knowledge & Information

1. What kinds of information and materials about the intervention have already been made available to you?
 - Copies of materials?
 - Personal contact?
 - Internal information sharing; e.g., staff meetings?
 - Has it been timely? Relevant? Sufficient?
2. *This question may also be relevant to Engaging: Key Stakeholders.*

What kinds of information and materials about the intervention are planned for individuals in your setting?

- Copies of materials?
- Personal contact?
- Internal information sharing; e.g., staff meetings?
- Will it be timely? Relevant? Sufficient?

Knowledge & Beliefs about the Intervention

1. What do you know about the intervention or its implementation?
2. Do you think the intervention will be effective in your setting?
 - Why or why not?
3. How do you feel about the intervention being used in your setting?
 - How do you feel about the plan to implement the intervention in your setting?
 - Do you have any feelings of anticipation? Stress? Enthusiasm? Why?

Self-efficacy

1. How confident are you that you will be able to use the intervention?
 - What gives you that level of confidence (or lack of confidence)?
2. How confident do you think your colleagues feel about using the intervention?
 - What gives them that level of confidence (or lack of confidence)?

Individual Stage of Change

1. *Explore which level the individual is at using Rogers' (or Prochaska's Stages of Change) as a guide:*

How prepared are you to use the intervention?

- Knowledge stage (Precontemplation) - knowledge of key aspects of the intervention
- Persuasion stage (Contemplation) - likes the intervention, discusses it with others, buys into it, has a positive view
- Decision stage (Preparation) - intends to seek additional information and try it
- Implementation stage (Action) - acquires additional information, uses intervention regularly, and has continued use
- Confirmation stage (Maintenance) - recognizes benefits, has integrated the intervention into routines, promotes use to others

Individual Identification with Organization

- *Responses to other questions may be (double) coded here. For example, buy-in to organizational or intervention-related goals may be elicited under Goals & Feedback, but may also be relevant here.*

Other Personal Attributes

- *The type of statements coded here will depend on study objectives, for example, locus of control, and other concepts from health or organizational psychology found to be related to a particular implementation.*

Planning

1. Can you describe the plan for implementing the intervention?
 - How detailed is the plan? Who knows about it? Is the plan overly complex? Understandable? Realistic and feasible?
 - What is your role in the planning process?
 - Who is involved in the planning process? What are their roles?
 - Are the appropriate people involved in the planning process? How engaged are they?

- Do you plan to track the progress of implementation based on your plan?
- What if you have to modify or revise your plan due to barrier, errors, or mistakes?

Engaging

Opinion Leaders

1. Who are the key influential individuals to get on board with this implementation?
2. What are influential individuals saying about the intervention?
 - Who are these influential individuals?
 - To what extent will they influence others' use of the intervention? The success of the implementation?

Champions

1. Other than the formal implementation leader, are there people in your organization who are likely to champion (go above and beyond what might be expected) the intervention?
 - Were they formally appointed in this position, or was it an informal role?
 - What position do these champions have in your organization?
 - How do you think they will help with implementation? Getting people to use the intervention?
2. What kinds of behaviors or actions do you think this individual/champion will exhibit?
 - For example, helping get senior leaders on board, helping solve problems? Or a small role?

Key Stakeholders

1. What is your communication or education strategy (not including training, see Access to Knowledge and Information) for getting the word out about the intervention?
 - What materials/modes/venues do you plan to use? For example e-bulletin boards, emails, brochures?
 - What process do you plan to use to communicate? For example, going to staff meetings, talking to people informally?
2. Who are the key individuals to get on board with the intervention?
 - To encourage individuals to use the intervention? To help with implementation?

Intervention Participants

1. How will you or your colleagues communicate to the individuals that are served by your organization about the intervention?
 - How will they participate in the intervention?
 - How will they access the intervention?

Executing

1. Has the intervention been implemented according to the implementation plan?
 - [If Yes] Can you describe this?
 - [If No] Why not?

Reflecting & Evaluating

1. What kind of information do you plan to collect as you implement the intervention?
 - Which measures will you track? How will you track them?

- How will this information be used?
- 2. Will you receive feedback reports about the implementation or the intervention itself?
 - What will they look like? Content, mode, form?
 - How helpful do you think they will be?
 - How could they be improved?
 - How often will you get them? Where will they come from?
 - Who is designing them?
- 3. How will you assess progress towards implementation or intervention goals?
 - How will results of the evaluation be distributed to stakeholders?
- 4. Will feedback be elicited from staff? From the individuals served by your organization?
 - [If yes] What kind of feedback?
- 5. To what extent has your organization/unit set goals for implementing the intervention?
 - How will goals be communicated in the organization? To whom will they be communicated?
 - What are the goals? How and to whom will they be communicated?