Figure 2: A Conceptual Model of Champion Impact with Additional Dimensions

Champion Beliefs about the Innovation

➤ Intervention Source

- ➤ Evidence Strength
- ➤ Relative advantage
- **≻**Compatibility
- **≻**Complexity
- ▶Trialability
- **≻**Adaptability

Organizational Support for the Champion

(Champion perceptions of the following)

- ➤ Provide clear expectations for the champion
- Allocate necessary time and resources for the champion role
- ➤ Allocate time from staff to support the champion
- Provide champion access to coaching/consultation (e.g., a mentor from within the organization or an external implementation science expert)
- ➤ Delegate authority (formally or informally through individuals with formal authority)
- ➤ Recognize/reward the champion (e.g., financial, job promotion)

Champion Commitment

- Willingness to perform champion role
- Allocate time to the champion activities
- Dedicate effort to champion activities
- Put reputation at stake

Champion Experience and Self-Efficacy

- Prior Experience
- With the innovation
- Leading organizational change
- ➤ Perceived Self-Efficacy
- Knowledge about the innovation
- Skills needed to use the innovation effectively
- Skills needed to perform the champion role effectively

Champion Performance

(Sample Activities Performed)

Pre-implementation

- Communicate the need for and benefits of the innovation
- Build relationships with key stakeholders (e.g., clinical opinion leaders, IT, administrative staff)
- > Develop implementation plan
- > Secure needed resources

Implementation

- Coordinate activities across organizational units
- Communicate feedback between innovation users and leadership
- Facilitate users' development of knowledge and skills
- Demonstrate effective use
- Organize training and support
- > Troubleshoot problems
- ➤ Monitor use of the innovation

Sustainment

- ➤ Monitor ongoing use
- Investigate changes in use
- > Assess needs of users
- Work with leaders/innovation-users to mitigate factors that jeopardize use of the innovation
- Scan the external environment to identify opportunities for the innovation

Peer Engagement with the Champion

Pre-implementation

- ➤ Innovation-user perceptions about the champion
- Enthusiasm about the innovation and its implementation
- Ability to engage the right people
- Trustworthiness
- Reliability
- Innovation-user perceptions about the innovation characteristics
 - Intervention Source
 - Evidence Strength
 - Relative advantage
 - Compatibility
 - Complexity
 - Trialability
 - Adaptability
 - Innovation-values fit

Implementation

- ➤ Innovation-user perceptions about the champion
- Repeated measures of perceptions from the pre-implementation phase (e.g., enthusiasm, trustworthiness)
- Persistence during implementation
- Innovation-user participation in implementation activities
- Trainings
- Feedback to the champion

Sustainment

(Repeated measures of measures from the implementation phase)

Champion Impact

(Sample outcomes)

Pre-implementation

- Acceptability
- Appropriateness
- Feasibility
- Organizational readiness for change

Implementation

- > Implementation climate
- Adoption
- Penetration
- > Fidelity
- > Implementation costs

Sustainment

(Repeated measures)

- Penetration
- > Fidelity
- ➤ Costs