

Strategies and Tactics	Definitions	Dates
<b>Accountability</b>		
Conduct cyclical small tests of change*	Implement changes in a cyclical fashion using small tests of change before taking changes system-wide. Tests of change benefit from systematic measurement, and results of the tests of changes are studied for insights on how to do better. This process continues serially over time, and refinement is added with each cycle	
Change accreditation or membership requirements*	Strive to alter accreditation standards so that they require or encourage use of the clinical innovation. Work to alter membership organization requirements so that those who want to affiliate with the organization are encouraged or required to use the clinical innovation	
Create or change credentialing and/or licensure standards*	Create an organization that certifies clinicians in the innovation or encourages an existing organization to do so. Change governmental professional certification or licensure requirements to include delivering the innovation. Work to alter continuing education requirements to shape professional practice toward the innovation	
Obtain formal commitments*	Obtain written commitments from key partners that state what they will do to implement the innovation	
Obtain and use patients/consumers and family feedback*	Develop strategies to increase patient/consumer and family feedback on the implementation effort	
Place innovation on fee for service lists/formularies*	Work to place the clinical innovation on lists of actions for which providers can be reimbursed (e.g., a drug is placed on a formulary, a procedure is now reimbursable)	
Provide performance reviews	Hold discussions between an employer and employee in order to give feedback about how current behavior does or does not meet expectations of job performance	
Provide clinical supervision*	Provide clinicians with ongoing supervision focusing on the innovation. Provide training for clinical supervisors who will supervise clinicians who provide the innovation	
Revise professional roles*	Shift and revise roles among professionals who provide care, and redesign job characteristics	
<b>Buy-In (Incentives/Disincentives)</b>		
Access new funding*	Access new or existing money to facilitate the implementation	
Alter incentive/allowance structures*	Work to incentivize the adoption and implementation of the clinical innovation. Examples from DB: professional recognition, a bonus, a certificate of achievement, a thank you letter that cc's their manager and can be put into their employee file, pizza party when the group achieve pre-determined milestones	
Alter patient/consumer fees*	Create fee structures where patients/consumers pay less for preferred treatments (the clinical innovation) and more for less-preferred treatments	
Develop disincentives*	Provide financial disincentives for failure to implement or use the clinical innovations	
Increase demand*	Attempt to influence the market for the clinical innovation to increase competition intensity and to increase the maturity of the market for the clinical innovation	

Change liability laws*	Participate in liability reform efforts that make clinicians more willing to deliver the clinical innovation	
Make billing easier*	Make it easier to bill for the clinical innovation	
Use other payment schemes*	Introduce payment approaches (in a catch-all category)	
Use capitated payments*	Pay providers or care systems a set amount per patient/consumer for delivering clinical care	
<b>Collaboration, Communication, and Changes in Structures</b>		
<b>Collaboration</b>		
Intervene with patients/consumers to enhance uptake and adherence*	Develop strategies with patients to encourage and problem solve around adherence	
Identify early adopters*	Identify early adopters at the local site to learn from their experiences with the practice innovation	
Identify and prepare champions*	Identify and prepare individuals who dedicate themselves to supporting, marketing, and driving through an implementation, overcoming indifference or resistance that the intervention may provoke in an organization	
Involve executive boards*	Involve existing governing structures (e.g., boards of directors, medical staff boards of governance) in the implementation effort, including the review of data on implementation processes	
Involve patients/consumers and family members*	Engage or include patients/consumers and families in the implementation effort	
Build a coalition (Peer Support and Peer Pressure)*	Recruit and cultivate relationships with partners in the implementation effort	
Conduct local consensus discussions*	Include local providers and other stakeholders in discussions that address whether the chosen problem is important and whether the clinical innovation to address it is appropriate	
Develop academic partnerships*	Partner with a university or academic unit for the purposes of shared training and bringing research skills to an implementation project	
<b>Communication</b>		
Meetings	Schedule group discussions, e.g., staff meetings, workgroup/advisory board meetings. Find a routine time, e.g., every Wed. at 10am, to meet to discuss your progress toward the goal(s).	
One-to-one discussions	Set up a discussion between a change leader and someone else whom they are seeking to influence to change	
Academic detailing discussions	Schedule a review and discussion of academic research by one leader meeting with one clinician at a time	
Remind clinicians*	Develop reminder systems designed to help clinicians to recall information and/or prompt them to use the clinical innovation. Examples from DB: checklists to help them perform specific tasks, order sets, pop-ups on the computer, emails to individuals or groups, newsletters.	
Share information in a public and transparent manner	Post a collection of data or other information that is organized and displayed on a poster board or a bulletin board that is visible to all. Develop electronic dashboards	
Provide ongoing consultation*	Provide ongoing consultation with one or more experts in the strategies used to support implementing the innovation	
Arrange disciplinary discussions*	Arrange a discussion that is held by someone in the position to give employee feedback and a formal review of performance in order to	

	outline how current behavior does not meet required expectations of job performance	
Capture and share local knowledge*	Capture local knowledge from implementation sites on how implementers and clinicians made something work in their setting and then share it with other sites	
Centralize technical assistance*	Develop and use a centralized system to deliver technical assistance focused on implementation issues	
Develop a formal implementation blueprint*	Develop a formal implementation blueprint that includes all goals and strategies. The blueprint should include the following: 1) aim/purpose of the implementation; 2) scope of the change (e.g., what organizational units are affected); 3) timeframe and milestones; and 4) appropriate performance/progress measures. Use and update this plan to guide the implementation effort over time	
Mandate change*	Have leadership declare the priority of the innovation and their determination to have it implemented	
Model and simulate change*	Model or simulate the change that will be implemented prior to implementation	
Organize clinician implementation team meetings*	Develop and support teams of clinicians who are implementing the innovation and give them protected time to reflect on the implementation effort, share lessons learned, and support one another's learning	
Promote adaptability*	Identify the ways a clinical innovation can be tailored to meet local needs and clarify which elements of the innovation must be maintained to preserve fidelity	
Promote network weaving*	Identify and build on existing high-quality working relationships and networks within and outside the organization, organizational units, teams, etc. to promote information sharing, collaborative problem-solving, and a shared vision/goal related to implementing the innovation	
Use mass media*	Use media to reach large numbers of people to spread the word about the clinical innovation	
Involve executive boards*	Involve existing governing structures (e.g., boards of directors, medical staff boards of governance) in the implementation effort, including the review of data on implementation processes	
Use advisory boards and workgroups*	Create and engage a formal group of multiple kinds of stakeholders to provide input and advice on implementation efforts and to elicit recommendations for improvements. Comment from DB: Include patient advocates on the workgroups/advisory boards.	
Use an implementation advisor*	Seek guidance from experts in implementation	
Visit other sites*	Visit sites where a similar implementation effort has been considered successful. [Observe and discuss implementation strategies and tactics that were utilized and found to be helpful.]	
<b>Changes in Structures</b>		
Change physical structure and equipment*	Evaluate current configurations and adapt, as needed, the physical structure and/or equipment (e.g., changing the layout of a room, adding equipment) to best accommodate the targeted innovation	
Change record systems*	Change records systems to allow better assessment of implementation or clinical outcomes	
Change service sites*	Change the location of clinical service sites to increase access	

Create a learning collaborative*	Facilitate the formation of groups of providers or provider organizations and foster a collaborative learning environment to improve implementation of the clinical innovation	
Create new clinical teams*	Change who serves on the clinical team, adding different disciplines and different skills to make it more likely that the clinical innovation is delivered (or is more successfully delivered)	
Develop and implement tools for quality monitoring*	Develop, test, and introduce into quality-monitoring systems the right input—the appropriate language, protocols, algorithms, standards, and measures (of processes, patient/consumer outcomes, and implementation outcomes) that are often specific to the innovation being implemented	
Develop resource sharing agreements	Develop partnerships with organizations that have resources needed to implement the innovation	
Fund and contract for the clinical innovation*	Respond to Governments and other payers of services <del>issue</del> requests for proposals to deliver the innovation. Use contracting processes to motivate providers to deliver the clinical innovation, and develop new funding formulas that make it more likely that providers will deliver the innovation	
Start a dissemination organization*	Identify or start a separate organization that is responsible for disseminating the clinical innovation. It could be a for-profit or non-profit organization	
<b>Data</b>		
Assess for readiness and identify barriers and facilitators*	Assess various aspects of an organization to determine its degree of readiness to implement, barriers that may impede implementation, and strengths that can be used in the implementation effort	
Complete audits and provide feedback*	Collect and summarize clinical performance data over a specified time period and give it to clinicians and administrators to monitor, evaluate, and modify provider behavior. DB addition: Collect data to track progress toward achieving improvements in structure, process, and outcomes.	
Use data sharing and benchmarking	Data collection, reporting, and analysis is performed so that clinicians, units, hospitals, states organizations, and nations can compare and contrast their structure, process, and outcomes with other like groups	
Use public release of data	Details of care patterns and outcomes are reported in such a way that anyone can access this information	
Provide data reports	A summary of key data	
Conduct local needs assessment*	Collect and analyze data related to the need for the innovation	
Develop and organize quality monitoring systems*	Develop and organize systems and procedures that monitor clinical processes and/or outcomes for the purpose of quality assurance and improvement	
Use data experts*	Involve, hire, and/or consult experts to inform management on the use of data generated by implementation efforts	
Facilitate relay of clinical data to providers*	Provide as close to real-time data as possible about key measures of process/outcomes using integrated modes/channels of communication in a way that promotes use of the targeted innovation	
Involve executive boards*	Involve existing governing structures (e.g., boards of directors, medical staff boards of governance) in the implementation effort, including the <b>review of data</b> on implementation processes	

Use data warehousing techniques*	Integrate clinical records across facilities and organizations to facilitate implementation across systems	
Purposely reexamine the implementation*	Monitor progress and adjust clinical practices and implementation strategies to continuously improve the quality of care	
Stage implementation scale up*	Phase implementation efforts by starting with small pilots or demonstration projects and gradually move to a system wide rollout	
Tailor strategies*	Tailor the implementation strategies to address barriers and leverage facilitators that were identified through earlier data collection	
<b>Education</b>		
Conduct ongoing training*	Plan for and conduct training in the clinical innovation in an ongoing way	
Set up classes, present at conferences and grand rounds, provide webinars	Provide formal educational sessions developed on specific topics. Set up educational group sessions that are geared toward the needs of a particular group of clinicians at a hospital or facility.	
Provide simulation training	Set up simulations for clinicians and teams to demonstrate skills and teamwork during a fabricated situation that mimics a complicated situation that they will face and need to practice how to respond	
Present at competency fairs	Allow Clinicians to demonstrate their knowledge of a new concept or demonstrate their ability to perform a clinical skill	
Use tests	Provide opportunities for clinicians to answer questions to show their mastery of a topic	
Provide demonstrations	Provide opportunities for clinicians to demonstrate their ability or skill to follow a policy or procedure	
Provide on-line education	Use the internet to provide educational content	
Conduct educational meetings*	Hold meetings targeted toward different stakeholder groups (e.g., providers, administrators, other organizational stakeholders, and community, patient/consumer, and family stakeholders) to teach them about the clinical innovation	
Inform local opinion leaders*	Inform providers identified by colleagues as opinion leaders or “educationally influential” about the clinical innovation in the hopes that they will influence colleagues to adopt it	
Use train-the-trainer strategies*	Train designated clinicians or organizations to train others in the clinical innovation	
Work with educational institutions*	Encourage educational institutions to train clinicians in the innovation	
Conduct educational outreach visits*	Have a trained person meet with providers in their practice settings to educate providers about the clinical innovation with the intent of changing the provider’s practice	
Develop an implementation glossary*	Develop and distribute a list of terms describing the innovation, implementation, and stakeholders in the organizational change	
Develop educational materials*	Develop and format manuals, toolkits, and other supporting materials in ways that make it easier for stakeholders to learn about the innovation and for clinicians to learn how to deliver the clinical innovation	
Distribute educational materials	Distribute educational materials (including guidelines, manuals, and toolkits) in person, by mail, and/or electronically	
Facilitation*	A process of interactive problem solving and support that occurs in a context of a recognized need for improvement and a supportive	

	interpersonal relationship. Example from DB: Identify and train clinicians who can be QI facilitators.	
Make training dynamic*	Vary the information delivery methods to cater to different learning styles and work contexts, and shape the training in the innovation to be interactive	
Prepare patients/consumers to be active participants*	Prepare patients/consumers to be active in their care, to ask questions, and specifically to inquire about care guidelines, the evidence behind clinical decisions, or about available evidence-supported treatments	
Provide local technical assistance*	Develop and use a system to deliver technical assistance focused on implementation issues using local personnel	
Recruit, designate, and train for leadership*	Recruit, designate, and train leaders for the change effort	
Shadow other experts*	Provide ways for key individuals to directly observe experienced people engage with or use the targeted practice changes or innovation	
<p><b>References</b></p> <p>Rogers, E.M. (2003). <i>Diffusion of Innovations</i> (5<sup>th</sup> Ed.). New York: Simon &amp; Schuster.</p> <p>Bingham, D. &amp; Main, E. (2010). Effective implementation strategies and tactics for leading change on maternity units. <i>Journal of Perinatal and Neonatal Nursing</i>, 24(1), 32-42.</p> <p>*Powell, B. J., Waltz, T. J., Chinman, M. J., Damschroder, L. J., Smith, J. L., Matthieu, M. M., Procter, E.K., &amp; Kirchner, J. E. (2015). A refined compilation of implementation strategies: Results from the Expert Recommendations for Implementing Change (ERIC) project. <i>Implementation Science</i>, 10(1), 21. Retrieved from <a href="https://implementationscience.biomedcentral.com/articles/10.1186/s13012-015-0209-1">https://implementationscience.biomedcentral.com/articles/10.1186/s13012-015-0209-1</a></p> <p>Note: The tactics outlined by ERIC are identified with an asterisk. The ERIC tactics were reorganized by D.Bingham into types of strategies. Examples were added where indicated. The names and descriptions developed by ERIC have not been altered.</p>		