

# Using $R = MC^2$ to Harness Organizational Readiness and Capacity in a Statewide Children's Evidence-Based Practice Learning Collaborative

## Introduction

- Insufficient readiness for implementation may be a barrier to uptake of evidence-based mental health practices in community mental health centers (CMHCs)<sup>1</sup>
- Readiness has been defined as an organization's commitment and ability to implement an innovation<sup>1,2</sup>
- Organizational *Readiness* for implementation = *Motivation* for adopting an innovation x *General Organizational Capacities* x *Innovation-Specific Capacities* ( $R=MC^2$ )<sup>2</sup>
- As a dynamic construct, readiness may serve as an important target for implementation consultation<sup>2</sup>
- Aim:** To improve CMHCs readiness to implement Modular Approach to Therapy for Children (MATCH)<sup>3</sup>, we assessed their readiness and provided targeted implementation consultation throughout their participation in the Learning Collaborative

## Methods

- 10 CMHCs participated in a state-sponsored Learning Collaborative to implement MATCH
- Readiness was assessed using an adaptation of the Readiness Diagnostic Scale (RDS)
- RDS was completed by 90 CMHC clinicians, supervisors, and administrators
- RDS was completed at Pre-implementation (Q1), Active Implementation (Q2 & Q3), and Sustainability (Q4)
- External consultants provided each agency with a heat table representing areas of strength and weakness

## Sample Agency Readiness Heat Table

Organizational Readiness & Capacity	Q1	Q2	Q3	Q4
<b>General Capacity</b>	<b>5.21</b>	<b>5.19</b>	<b>5.11</b>	<b>5.42</b>
Culture	5.97	5.93	6.10	6.06
Climate	4.91	4.93	5.03	5.09
Structure	5.01	4.89	4.93	5.17
Org. Innovativeness	5.24	5.41	5.21	5.57
Resource Utilization	4.13	4.27	4.00	4.60
Leadership	5.53	5.87	5.64	6.10
Staff Capacity	5.72	4.85	4.83	5.07
Process Capacities	5.18	5.36	5.16	5.72
<b>MATCH-specific Capacities</b>	<b>5.53</b>	<b>4.95</b>	<b>5.05</b>	<b>5.67</b>
Knowledge & Skills	5.04	5.64	5.50	6.30
Program Champion	5.73	5.64	5.90	6.54
Implementation Climate Supports	4.85	5.26	4.90	5.86
Inter-organizational Relationships	6.33	3.40	4.80	4.90
Structure	--***	5.50	5.40	5.60
Resource Utilization	--***	3.40	3.20	4.50
Leadership	5.72	5.81	5.64	5.96
<b>Motivation</b>	<b>4.73</b>	<b>4.56</b>	<b>4.77</b>	<b>5.29</b>
Relative Advantage	4.61	4.60	4.83	5.50
Compatibility/Alignment	5.20	5.25	5.48	6.13
Complexity	4.36	4.20	4.43	4.63
Trialability	--***	5.20	5.33	5.95
Observability	--***	3.45	3.85	4.33
Priority	4.76	4.67	4.67	5.20

1	Strongly Disagree
2	Disagree
3	Slightly Disagree
4	Neither Agree nor Disagree
5	Slightly Agree
6	Agree
7	Strongly Agree

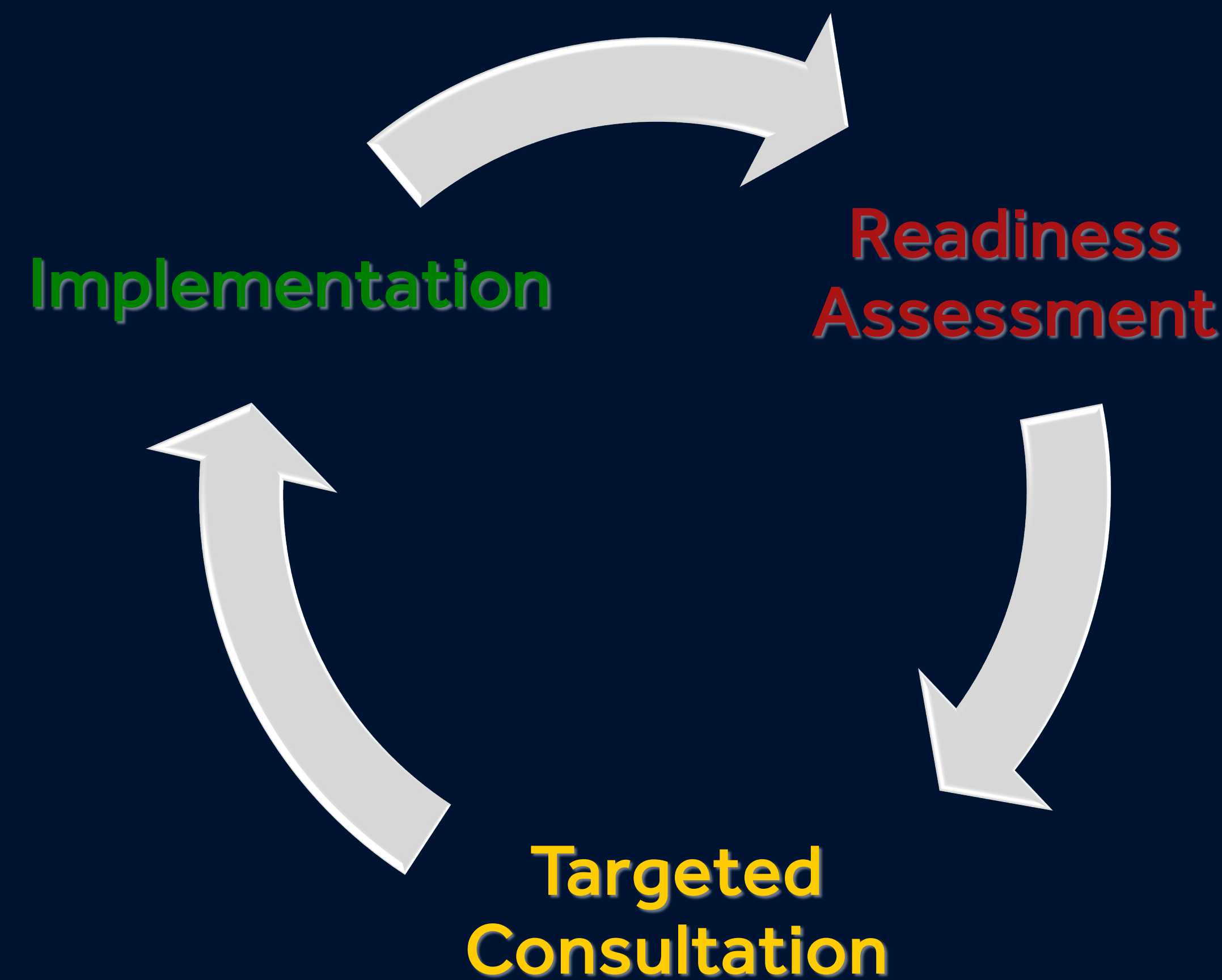
## Results

- Overall, agencies' readiness increased across domains
- The greatest increase was seen in MATCH-specific capacities, the target of the Learning Collaborative, followed by Motivation to implement MATCH
- External consultants worked with agency coordinators to contextualize areas for growth and to provide targeted consultation

## Conclusions

- Readiness is dynamic and should be assessed over the course of an initiative
- Quantitative readiness scores must be interpreted in their organizational context
- Weaknesses in readiness can become targets for improvement through technical assistance
- Strengths in readiness can be leveraged to drive implementation forward
- Changes in innovation-specific capacities can demonstrate how the implementation process is progressing

Ongoing monitoring and feedback of organizational readiness can inform targeted consultation and drive implementation of evidence-based mental health practices.



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General Capacities	Q1	Q2	Q3	Q4	Change
Agency 1	6.14	6.17	6.03	5.63	-0.51
Agency 2	5.86	5.77	5.90	5.95	0.09
Agency 3	5.31	5.50	5.57	5.86	0.55
Agency 4	5.30	5.26	5.58	5.87	0.57
Agency 5	5.21	5.19	5.11	5.42	0.21
Agency 6	5.56	5.36	4.99	5.22	-0.34
Agency 7	5.09	5.21	4.94	5.40	0.31
Agency 8	4.97	5.29	5.47	5.65	0.68
Agency 9	5.66	5.62	5.32	5.73	0.07
Agency 10	5.48	5.21	5.20	5.24	-0.24
<b>Overall</b>	<b>5.458</b>	<b>5.458</b>	<b>5.411</b>	<b>5.597</b>	<b>0.14</b>

## MATCH-specific Capacities

	Q1	Q2	Q3	Q4	Change
Agency 1	5.81	6.20	6.14	5.4	-0.41
Agency 2	4.88	5.77	5.90	6.1	1.22
Agency 3	5.50	5.28	5.37	6.20	0.7
Agency 4	5.52	5.40	5.82	6.2	0.68
Agency 5	5.30	5.12	5.05	5.67	0.37
Agency 6	5.65	5.71	5.28	5.58	-0.07
Agency 7	4.98	4.86	4.77	5.26	0.28
Agency 8	4.48	4.97	5.12	5.71	1.23
Agency 9	5.16	5.17	5.32	5.84	0.68
Agency 10	5.34	5.39	5.57	5.84	0.5
<b>Overall</b>	<b>5.262</b>	<b>5.387</b>	<b>5.434</b>	<b>5.78</b>	<b>0.52</b>

## Motivation

	Q1	Q2	Q3	Q4	Change
Agency 1	4.80	5.21	5.46	5.36	0.56
Agency 2	4.87	5.02	5.19	5.65	0.78
Agency 3	5.35	5.21	5.26	5.57	0.22
Agency 4	5.03	4.81	5.09	5.41	0.38
Agency 5	4.73	4.56	4.76	5.29	0.56
Agency 6	5.23	4.86	4.82	5.00	-0.23
Agency 7	4.71	4.48	4.66	4.70	-0.01
Agency 8	4.24	4.25	4.72	4.49	0.25
Agency 9	4.24	4.81	5.25	5.19	0.95
Agency 10	4.73	5.19	5.17	5.50	0.77
<b>Overall</b>	<b>4.793</b>	<b>4.84</b>	<b>5.038</b>	<b>5.216</b>	<b>0.42</b>

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