Assessing Organizational Readiness for Children with Complex Needs Program Workforce Development Activities

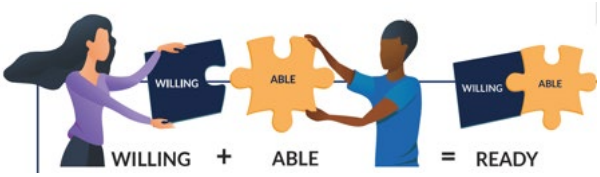
v1.1

The University of North Carolina at Chapel Hill

THE IMPACT CENTER at FPG Building Capacity for Stronger Systems and Communities

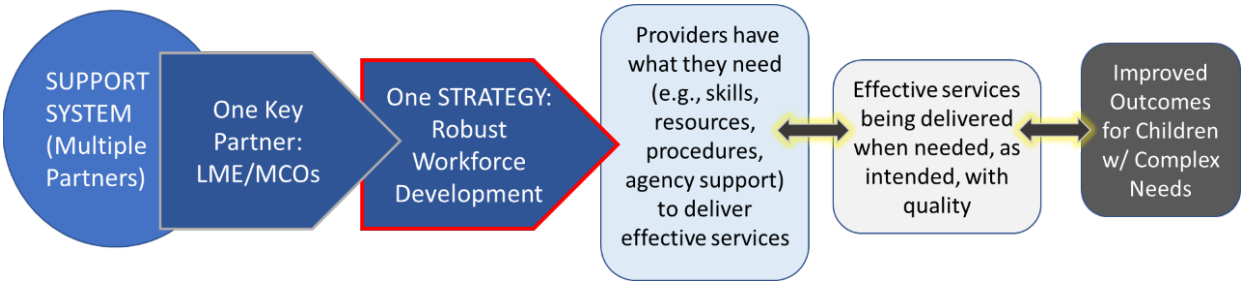
Build Up

Assessing Organizational Readiness for CWCN Workforce Development Activities



Organizational readiness is 'the extent to which people are psychologically & behaviorally prepared to implement change'[1]. It involves attention to both **willingness** (sometimes referred to as motivation, acceptance, belief, buy-in) and **abilities** (sometimes referred to as resources (human, financial, technical}, skills, knowledge). Abilities include *general capacities* (e.g., effective leadership, agency culture and climate favorable for taking on new initiatives, well-functioning team structures/processes) and sometimes those *specific to a selected intervention.* Organizational readiness is not about "are we ready or not?"; instead, deliberate, ongoing attention to readiness assessment helps us identify areas that need attention to build, nurture, and sustain it.

In the Children with Complex Needs (CWCN) program, LME/MCOs help ensure that children and families get the services they need. Strengthening provider networks is one mechanism for doing so. Robust Workforce Development Plans contribute to that strategy.



LME/MCO CWCN Workforce Development readiness assessment involves attention to both the product and the process.

- First, to what extent does the Plan include core components of a robust workforce development plan? (i.e., is the Plan built on evidence-supported components?)
- Second, to what extent is developing the Plan built on effective implementation practice strategies, tools, and other resources? (i.e., does the Plan include promising and/or well-documented and effective implementation practice elements?)

Organizational readiness assessment for LME/MCO CWCN Workforce Development strategy involves multiple perspectives. We encourage CWCN Point of Contacts (POCs) to assemble a small group of people drawing from agency units or sections where work significantly impacts CWCN outcomes (e.g., from executive/management leadership, care

- [1] Weiner, B.J. A theory of organizational readiness for change. *Implementation Sci* **4**, 67 (2009). https://doi.org/10.1186/1748-5908-4-67

management, finance, IT/data, network) to carry out the assessment process---drawing from the *Children with Complex Needs Program: LME-MCO/Tailored Plan System Supports* document. Doing this kind of assessment serves as more than a measurement opportunity, and often results in group thinking for ongoing planning to strengthen the Plan and implementation practices involved.

NOTE: The Impact Center can work with you to figure out how to carry out this assessment in ways that work best for you. Additional details to be determined.

LME/MCO Name: _____ Date: _____ Participants: _____

PART I. Core Components

This section, based on research and practice, [*intends to*] represents a shared understanding of what makes a robust workforce development plan. Each LMC/MCO CWCN Team will complete it; also suggested is an external review of the plan to afford additional support (e.g., Impact Center).

Core Components of a Strong WFD Plan	**If YES – describe what supports this response**	**If NO – describe what about this can help strengthen the plan**
1. The Plan is based on and informed by data that describes a current understanding of CWCN populations needs.		
2. The Plan is based on and informed by data that describes a current understanding of provider needs.		
3. The Plan includes pre-service (also known as training) activities that are aligned with identified needs (and…training processes follow adult learning best practices).		
4. The Plan includes in-service (also known as coaching) activities building on the initial knowledge and skills of pre-service activities (and…coaching plans are developed/used).		
5. The Plan describes which and how data will be measured and monitored over time to understand the delivery and impact of proposed activities in the Plan		
6. The Plan represents the active roles and input of the CWCN POC with a team of LME/MCO department leaders (other leaders with executive authority to support the plan).		

PART II. Key capacities for the LME/MCO CWCN Workforce Development Strategy

This section, informed by what it takes for effective implementation practice, represents key team structures and processes contributing to core components of a robust workforce development plan support strategy. Each LMC/MCO CWCN Team will complete this section.

Key Capacities Ideally in Place (or Developing)		0: Not at All (0% of the time or 0% enacted)	1: Occasionally (1%-25% of the time or 1%-25% enacted)	2: Sometimes (26%-50% of the time or 25%-50% enacted)	3: Often (51%-75% of the time or 51%-75% enacted)	4: Regularly (76%-100% of the time or 76% -100% enacted)
Teaming						
TEA1	There is a team of at least 2 or more clearly identified people (through job descriptions or other materials) responsible for ensuring our LME/MCO CWCN workforce development strategy.					
TEA2	This Team connects regularly (e.g., weekly, monthly, quarterly) about identified successes, challenges, and needs related to the CWCN workforce development strategy.					
Leadership						
LEA1	This Team connects regularly with LME/MCO executive leadership to share what is going well and define what supports are needed related to the CWCN workforce development strategy.					
Co-Creation (Co-Design of the Work)						

If TEA1 is below 50%, TEA2, LEA1, COC1, and COC2 may fall under 'supervision', other management, or network activities.

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COC1	This Team actively connects with other LME/MCO departments (at least quarterly) to inform, guide, and improve the CWCN workforce development strategy.					
COC2	This Team actively connects with providers, provider agencies (at least quarterly) to inform, guide, and improve the CWCN workforce development strategy.					
Communication						
COM1	Expectations about provider participation in and follow-up from CWCN workforce development activities are clearly outlined in contracts or other documents.					
COM2	This Team has active communication loops to receive and offer feedback about the CWCN workforce development strategy with internal and external partners.					
Use Data for Ongoing Learning						

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DAT1	The Team has clear benchmarks (goals and measures) defined for success of the CWCN workforce development strategy					
DAT2	The Team has clearly identified data resources (systems, people) within the LME/MCO that are used for data collection, reporting, and analysis to guide the CWCN workforce development strategy.					
DAT3	The Team uses information and data regularly to connect with other LME/MCO departments to examine CWCN barriers to achieving best clinical and system outcomes.					
Coaching						
COA1	The Team has clearly identified resources (people and processes) within the LME/MCO that incorporate coaching into the CWCN workforce development strategy. (e.g., skill-based coaching, not administrative supervision)					

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COA2	The Team has clearly identified resources (people and processes) engaging external partners that incorporate coaching into the CWCN workforce development strategy.					

PART III. Assessing Organizational Readiness for the LME/MCO CWCN Workforce Development Strategy

This section, adapted from Shea and colleagues' (2014) *Organizational Readiness for Implementing Change* (ORIC), measures organizational readiness. Organizational readiness is broadly defined by members' psychological and behavioral preparedness to implement organizational change. Each LMC/MCO CWCN Team will complete this section.

Organizational Readiness: Assessing Change Commitment and Change Efficacy	1: Disagree	2: Somewhat Disagree	3: Neither Agree nor Disagree	4: Somewhat Agree	5: Agree
1. People who work here are committed to implementing the CWCN Workforce Development Strategy.					
2. People who work here are motivated to implement the CWCN Workforce Development Strategy					
3. People who work here feel confident that they can coordinate tasks so that the implementation of the strategy goes smoothly.					

Open Reflection Questions

- What would it look like (vision) to have CWCN workforce development strategy be embraced by your organization?

- What aspects of this vision do you already see in your CWCN workforce development strategy work?

- In what ways does this vision differ from your current CWCN workforce development strategy work?