

CFIR Constructs Mapped to OCM Items^a

Consolidated Framework for Implementation Research (CFIR)

Organizational Change Manager (OCM)

CFIR Construct	Short Description	OCM Label	Questionnaire Item
I. Intervention Characteristics			
A Intervention Source	Perception of key stakeholders about whether the intervention is externally or internally developed.	8b	Project has been influenced strongly by: Successful applications from non-health care organizations
		8c	Project has been influenced strongly by: Successful health care applications outside our organization
B Evidence Strength & Quality	Stakeholders' perceptions of the quality and validity of evidence supporting the belief that the intervention will have desired outcomes.	9a	The change we have in mind: Is supported by concrete evidence from an organization similar to ours
		9b	The change we have in mind: Conforms to the opinions of respected experts
C Relative advantage	Stakeholders' perception of the advantage of implementing the intervention versus an alternative solution.	6d	Staff, in general, are not depressed by the prospect of change
		9c	The change we have in mind: Appears to have many more advantages than disadvantages
		9d	The change we have in mind: Is likely to be supported by staff because they will believe that the advantages outweigh disadvantages
D Adaptability	The degree to which an intervention can be adapted, tailored, refined, or reinvented to meet local needs.	11a	The likely change can be adapted to fit current situation
		11b	The likely change can be adapted and retain effectiveness
		11c	The adaptation will be ethically easy to make
		11d	The adaptation will be politically easy to make
A Trialability	The ability to test the intervention on a small scale in the organization [8], and to be able to reverse course (undo implementation) if warranted.		
F Complexity	Perceived difficulty of implementation, reflected by duration, scope, radicalness, disruptiveness, centrality, and intricacy and number of steps required to implement		
G Design Quality and Packaging	Perceived excellence in how the intervention is bundled, presented, and assembled		
H Cost	Costs of the intervention and costs associated with implementing that intervention including investment, supply, and opportunity costs.		

a. Source: <https://cfirguide.org/evaluation-design/quantitative-data/>

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II. OUTER SETTING				
A	Patient Needs & Resources	The extent to which patient needs, as well as barriers and facilitators to meet those needs are accurately known and prioritized by the organization.		
B	Cosmopolitanism	The degree to which an organization is networked with other external organizations.		
C	Peer Pressure	Mimetic or competitive pressure to implement an intervention; typically because most or other key peer or competing organizations have already implemented or in a bid for a competitive edge.		
D	External Policy & Incentives	A broad construct that includes external strategies to spread interventions including policy and regulations (governmental or other central entity), external mandates, recommendations and guidelines, pay-for-performance, collaboratives, and public or benchmark reporting.	8a	Project has been influenced strongly by: Pressures from outside the organization
III. INNER SETTING				
A	Structural Characteristics	The social architecture, age, maturity, and size of an organization.		
B	Networks & Communications	The nature and quality of webs of social networks and the nature and quality of formal and informal communications within an organization.	3b 4b	Linkages and Communication: Senior Leadership: Mechanisms have been developed to keep leaders informed and involved Linkages and Communication: Operating Unit Managers: Mechanisms have been defined to keep key managers informed and involved
C	Culture	Norms, values, and basic assumptions of a given organization.	8d	Project has been influenced strongly by: Our proven ability to adapt ideas from outside to fit our organization's way of doing things
D	Implementation Climate	The absorptive capacity for change, shared receptivity of involved individuals to an intervention and the extent to which use of that intervention will be rewarded, supported, and expected within their organization.		
1	Tension for Change	The degree to which stakeholders perceive the current situation as intolerable or needing change.	6a 6b 6c	Informal opinion leaders really dislike current process Informal opinion leaders believe change is essential Staff, in general, are very upset with the current process

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2 Compatibility	The degree of tangible fit between meaning and values attached to the intervention by involved individuals, how those align with individuals' own norms, values, and perceived risks and needs, and how the intervention fits with existing workflows and systems.	5a	Linkages and Communication: Operating Unit Staff: The project, if successful will meet staff needs
3 Relative Priority	Individuals' shared perception of the importance of the implementation within the organization.		
4 Organizational Incentives & Rewards	Extrinsic incentives such as goal-sharing awards, performance reviews, promotions, and raises in salary and less tangible incentives such as increased stature or respect.	14a	The following items are likely to be set up to make the new solution work: Staff incentives
5 Goals and Feedback	The degree to which goals are clearly communicated, acted upon, and fed back to staff and alignment of that feedback with goals.	3a	Linkages and Communication: Senior Leadership: The project, if successful, will help the organization meet corporate goals
		4a	Linkages and Communication: Operating Unit Managers: The project, if successful will meet an important operating unit goal
6 Learning Climate	A climate in which: a) leaders express their own fallibility and need for team members' assistance and input; b) team members feel that they are essential, valued, and knowledgeable partners in the change process; c) individuals feel psychologically safe to try new methods; and d) there is sufficient time and space for reflective thinking and evaluation.		
E Readiness for Implementation	Tangible and immediate indicators of organizational commitment to its decision to implement an intervention.		
1 Leadership Engagement	Commitment, involvement, and accountability of leaders and managers with the implementation.	1c	Project launch: You and the Senior Leadership team: Indicated that not changing is unacceptable and set a firm deadline
		1d	Project launch: You and the Senior Leadership team: Designated a champion/s to make the project succeed
		3c	Linkages and Communication: Senior Leadership: Leaders have endorsed the project in visible ways
		4c	Linkages and Communication: Operating Unit Managers: Those operating unit managers openly endorse the project
		14b	The following items are likely to be set up to make the new solution work: Leadership roles

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2 Available Resources	The level of resources dedicated for implementation and on-going operations including money, training, education, physical space, and time.	3d	Linkages and Communication: Senior Leadership: Leaders have committed to spend their time & resources to remove obstacles when they arise
		4d	Linkages and Communication: Operating Unit Managers: The operating unit managers have committed to spend their time & resources to remove obstacles when they arise in the project
		10a	Enough money is available to support: The customer needs assessment
		10b	Enough money is available to support: Solution exploration (to identify key features of solutions)
		10c	Enough money is available to support: Solution development
		10d	Enough money is available to support: Implementation and Testing
		14d	The following items are likely to be set up to make the new solution work: Equipment and materials
3 Access to knowledge and information	Ease of access to digestible information and knowledge about the intervention and how to incorporate it into work tasks.	13b	The changes in staff jobs are likely to be: Clearly spelled out in writing
		13c	The changes in staff jobs are likely to be: Supported by good training and training materials
		14c	The following items are likely to be set up to make the new solution work: Organization structure and documented procedures

IV. CHARACTERISTICS OF INDIVIDUALS

A	Knowledge & Beliefs about the Intervention		Individuals' attitudes toward and value placed on the intervention as well as familiarity with facts, truths, and principles related to the intervention.
B	Self-efficacy	13d	The changes in staff jobs are likely to be: Changes that staff believe are confident they can do well
C	Individual Stage of Change		Characterization of the phase an individual is in, as he or she progresses toward skilled, enthusiastic, and sustained use of the intervention.
D	Individual Identification with Organization		A broad construct related to how individuals perceive the organization and their relationship and degree of commitment with that organization.
E	Other Personal Attributes		A broad construct to include other personal traits such as tolerance of ambiguity, intellectual ability, motivation, values, competence, capacity, and learning style.

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V. PROCESS				
A	Planning	The degree to which a scheme or method of behavior and tasks for implementing an intervention are developed in advance and the quality of those schemes or methods.	1a	Project launch: You and the Senior Leadership team: Carefully selected the project
			1b	Project launch: You and the Senior Leadership team: Provided a very clear aim for the project
			7d	Problem Exploration: Reviewed data proving the problem's severity
			12a	The plan for implementing the change will likely: Be detailed
			12b	The plan for implementing the change will likely: Be simple; having no unnecessary or overly complex steps
			12c	The plan for implementing the change will likely: Have clear and realistic time schedule
			12d	The plan for implementing the change will likely: Be understood by those affected
			13a	The changes in staff jobs are likely to be: Few in number
B	Engaging	Attracting and involving appropriate individuals in the implementation and use of the intervention through a combined strategy of social marketing, education, role modeling, training, and other similar activities.	7c	Problem Exploration: Personally experienced the problem
1	Opinion Leaders	Individuals in an organization who have formal or informal influence on the attitudes and beliefs of their colleagues with respect to implementing the intervention	5b	Linkages and Communication: Operating Unit Staff: Mechanisms have been developed to inform and involve staff opinion leaders
			5c	Linkages and Communication: Operating Unit Staff: Staff opinion leaders openly endorse the project
			5d	Linkages and Communication: Operating Unit Staff: Informal leaders have committed to spend time & resources to support the project
2	Formally appointed internal implementation leaders	Individuals from within the organization who have been formally appointed with responsibility for implementing an intervention as coordinator, project manager, team leader, or other similar role.		
3	Champions	"Individuals who dedicate themselves to supporting, marketing, and 'driving through' an [implementation]" [101](p. 182), overcoming indifference or resistance that the intervention may provoke in an organization.	2a	Project champion: Is very committed to making this project successful

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			2b	Project champion: Has substantial power to make things happen
			2c	Project champion: Has substantial prestige in the organization
			2d	Project champion: Shows respect for the involved staff
4	External Change Agents	Individuals who are affiliated with an outside entity who formally influence or facilitate intervention decisions in a desirable direction.		
	Key stakeholders including staff	Key individuals within the organization who are essential to get buy-in and use the innovation	7b	Problem Exploration: Involved many staff to understand the problem
	Patients/Customers	The ultimate beneficiary of the innovation; in healthcare organizations, it is often patients	7a	Problem Exploration: Involved many customers to understand the problem that will be attacked
C	Executing	Carrying out or accomplishing the implementation according to plan.	15d	Small pilot tests of the improvement are set up to: Use results to make continued improvements
D	Reflecting & Evaluating	Quantitative and qualitative feedback about the progress and quality of implementation accompanied with regular personal and team debriefing about progress and experience.	15a	Small pilot tests of the improvement are set up to: Collect honest reactions from customers
			15b	Small pilot tests of the improvement are set up to: Collect honest reactions from staff
			15c	Small pilot tests of the improvement are set up to: Publicly display performance measures over time

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