

**List of CFIR Constructs with Mapped ORCA Items<sup>a</sup>**

**Footnotes**

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CFIR Domain	CFIR Construct	CFIR Subconstruct	ORCA Item	Primary <sup>b</sup> Mapping	Secondary <sup>c</sup> Mapping
<b>I. INTERVENTION CHARACTERISTICS</b>					
	Intervention Source				
	Evidence Strength & Quality		<b>1a.</b> Based on your assessment of the evidence basis for this statement, please rate the <u>strength of the evidence in your opinion</u> , on a scale of 1 to 5 where 1 is very weak evidence and 5 is very strong evidence.	<b>x</b>	<b>x</b>
			<b>1b.</b> Now, please rate the strength of the evidence basis for this statement based on <u>how you think respected clinical experts in {your organization} feel about the strength of the evidence</u> , on a 1 to 5 scale similar to the one above.	<b>x</b>	<b>x</b>
			<b>2a.</b> The {proposed practice changes or guideline implementation} are (is) supported by randomized control trials (RCTs) or other scientific evidence from the VA.	<b>x</b>	<b>x</b>
			<b>2b.</b> The {proposed practice changes or guideline implementation} are (is) supported by randomized control trials (RCTs) or other scientific evidence from other health care systems.	<b>x</b>	<b>x</b>
			<b>2c.</b> The {proposed practice changes or guideline implementation} should be effective, based on current scientific knowledge.	<b>x</b>	<b>x</b>
			<b>3a.</b> The {proposed practice changes or guideline implementation} are supported by clinical experience with VA patients.	<b>x</b>	<b>x</b>
			<b>3b.</b> The {proposed practice changes or guideline implementation} are supported by clinical experience with patients in other health care systems.	<b>x</b>	<b>x</b>
			<b>4a.</b> The {proposed practice changes or guideline implementation} have been well-accepted by VA patients in a pilot study.	<b>x</b>	<b>x</b>
			<b>4b.</b> The {proposed practice changes or guideline implementation} are consistent with clinical practices that have been accepted by VA patients.	<b>x</b>	<b>x</b>
	Relative Advantage		<b>4d.</b> The {proposed practice changes or guideline implementation} appear to have more advantages than disadvantages for VA patients.	<b>x</b>	<b>x</b>
	Adaptability				
	Trialability				
	Complexity				
	Design Quality & Packaging				
	Cost				

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<b>II. OUTER SETTING</b>					
	Patient Needs & Resources		<b>4c.</b> The {proposed practice changes or guideline implementation} take into consideration the needs and preferences of VA patients.	<b>x</b>	<b>x</b>
			<b>5c.</b> Senior leadership/clinical management in {your organization} seek ways to improve patient education and increase patient participation in treatment.	<b>x</b>	<b>x</b>
			<b>18c.</b> The following are available to make the selected plan work: patient awareness/need.	<b>x</b>	<b>x</b>
	Cosmopolitanism				
	Peer Pressure				
	External Policy & Incentives				

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<b>III. INNER SETTING</b>					
	Structural Characteristics		<b>7b.</b> Senior leadership/Clinical management in {your organization} clearly define areas of responsibility and authority for clinical managers and staff.	<b>x</b>	<b>x</b>
	Networks & Communications		<b>5b.</b> Senior leadership/clinical management in {your organization} solicit opinions of clinical staff regarding decisions about patient care.	<b>x</b>	<b>x</b>
			<b>7a.</b> Senior leadership/Clinical management in {your organization} provide effective management for continuous improvement of patient care.	<b>x</b>	<b>x</b>
			<b>7c.</b> Senior leadership/Clinical management in {your organization} promote team building to solve clinical care problems.	<b>x</b>	<b>x</b>
			<b>7d.</b> Senior leadership/Clinical management in {your organization} promote communication among clinical services and units.	<b>x</b>	<b>x</b>
			<b>16a.</b> Communication will be maintained through regular project meetings with the project champion and team members.	<b>x</b>	<b>x</b>
			<b>16b.</b> Communication will be maintained through involvement of quality management staff in project planning and implementation.	<b>x</b>	<b>x</b>
		Culture		<b>5a.</b> Senior leadership/clinical management in {your organization} reward clinical innovation and creativity to improve patient care.	<b>x</b>
			<b>6a.</b> Staff members in {your organization} have a sense of personal responsibility for improving patient care and outcomes.	<b>x</b>	<b>x</b>
			<b>6b.</b> Staff members in {your organization} cooperate to maintain and improve effectiveness of patient care.	<b>x</b>	<b>x</b>
			<b>6c.</b> Staff members in {your organization} are willing to innovate and/or experiment to improve clinical procedures.	<b>x</b>	
			<b>6d.</b> Staff members in {your organization} are receptive to change in clinical processes.	<b>x</b>	
			<b>8a.</b> Senior Leadership/clinical management in {your organization} provide staff with information on VA performance measures and guidelines.	<b>x</b>	
			<b>8b.</b> Senior Leadership/clinical management in {your organization} establish clear goals for patient care processes and outcomes.	<b>x</b>	
			<b>8c.</b> Senior Leadership/clinical management in {your organization} provide staff members with feedback/data on effects of clinical decisions.	<b>x</b>	
			<b>8d.</b> Senior Leadership/clinical management in {your organization} hold staff members accountable for achieving results.	<b>x</b>	
			<b>9.a.</b> Opinion leaders in {your organization} believe that the current practice patterns can be improved.	<b>x</b>	
			<b>9.b.</b> Opinion leaders in {your organization} encourage and support changes in practice patterns to improve patient care.	<b>x</b>	
			<b>9.c.</b> Opinion leaders in {your organization} are willing to try new clinical protocols.	<b>x</b>	

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			<b>9.d.</b> Opinion leaders in {your organization} work cooperatively with senior leadership/clinical management to make appropriate changes.	<b>x</b>	
			<b>10.a.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of budget or financial resources.	<b>x</b>	
			<b>10.b.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of training.	<b>x</b>	
			<b>10.c.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of facilities.	<b>x</b>	
			<b>10.d.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of staffing.	<b>x</b>	
			<b>11a.</b> Senior leadership/clinical management will propose a project that is appropriate and feasible.	<b>x</b>	
			<b>11b.</b> Senior leadership/clinical management will provide clear goals for improvement in patient care.	<b>x</b>	
			<b>11c.</b> Senior leadership/clinical management will establish a project schedule and deliverables.	<b>x</b>	
			<b>11d.</b> Senior leadership/clinical management will designate a clinical champion(s) for the project.	<b>x</b>	

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	Implementation Climate				
		Tension for Change			
		Compatibility	<b>3c.</b> The {proposed practice changes or guideline implementation} conform to the opinions of clinical experts in this setting.	<b>x</b>	<b>x</b>
		Relative Priority	<b>13d.</b> Senior leadership/clinical management/staff opinion leaders set a high priority on the success of the intervention.	<b>x</b>	<b>x</b>
		Organizational Incentives & Rewards	<b>5a.</b> Senior leadership/clinical management in {your organization} reward clinical innovation and creativity to improve patient care.		<b>x</b>
			<b>8d.</b> Senior Leadership/clinical management in {your organization} hold staff members accountable for achieving results.		<b>x</b>
			<b>18a.</b> The following are available to make the selected plan work: staff incentives.	<b>x</b>	<b>x</b>
		Goals & Feedback	<b>8a.</b> Senior Leadership/clinical management in {your organization} provide staff with information on VA performance measures and guidelines.		<b>x</b>
			<b>8b.</b> Senior Leadership/clinical management in {your organization} establish clear goals for patient care processes and outcomes.		<b>x</b>
			<b>8c.</b> Senior Leadership/clinical management in {your organization} provide staff members with feedback/data on effects of clinical decisions.		<b>x</b>
			<b>11b.</b> Senior leadership/clinical management will provide clear goals for improvement in patient care.		<b>x</b>
			<b>13a.</b> Senior leadership/clinical management/staff opinion leaders agree on the goals for this intervention.	<b>x</b>	<b>x</b>
		Learning Climate	<b>6c.</b> Staff members in {your organization} are willing to innovate and/or experiment to improve clinical procedures.		<b>x</b>
			<b>6d.</b> Staff members in {your organization} are receptive to change in clinical processes.		<b>x</b>
			<b>9.a.</b> Opinion leaders in {your organization} believe that the current practice patterns can be improved.		<b>x</b>
			<b>9.b.</b> Opinion leaders in {your organization} encourage and support changes in practice patterns to improve patient care.		<b>x</b>
			<b>9.c.</b> Opinion leaders in {your organization} are willing to try new clinical protocols.		<b>x</b>
			<b>9.d.</b> Opinion leaders in {your organization} work cooperatively with senior leadership/clinical management to make appropriate changes.		<b>x</b>
	Readiness for Implementation				
		Leadership Engagement	<b>11d.</b> Senior leadership/clinical management will designate a clinical champion(s) for the project.		<b>x</b>

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			<b>13b.</b> Senior leadership/clinical management/staff opinion leaders will be informed and involved in the intervention.	<b>x</b>	<b>x</b>
			<b>13c.</b> Senior leadership/clinical management/staff opinion leaders agree on adequate resources to accomplish the intervention.	<b>x</b>	<b>x</b>
		Available Resources	<b>10.a.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of budget or financial resources.		<b>x</b>
			<b>10.c.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of facilities.		<b>x</b>
			<b>10.d.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of staffing.		<b>x</b>
			<b>14c.</b> The implementation team members have release time or can accomplish intervention tasks within their regular work load.	<b>x</b>	<b>x</b>
			<b>14d.</b> The implementation team members have staff support and other resources required for the project.	<b>x</b>	<b>x</b>
			<b>18b.</b> The following are available to make the selected plan work: equipment and materials.	<b>x</b>	<b>x</b>
		Access to Knowledge & Information	<b>10.b.</b> In general in {your organization}, when there is agreement that change needs to happen we have the necessary support in terms of training.		<b>x</b>

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<b>IV. CHARACTERISTICS OF INDIVIDUALS</b>					
	Knowledge & Beliefs about the Intervention				
	Self-Efficacy				
	Individual Stage of Change				
	Individual Identification with Organization				
	Other Personal Attributes				

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<b>V. PROCESS</b>						
Planning			<b>11a.</b> Senior leadership/ clinical management will propose a project that is appropriate and feasible.		<b>x</b>	
			<b>11c.</b> Senior leadership/clinical management will establish a project schedule and deliverables.		<b>x</b>	
			<b>15a.</b> The implementation plan for this intervention identifies specific roles and responsibilities.	<b>x</b>	<b>x</b>	
			<b>15b.</b> The implementation plan for this intervention clearly describes tasks and timelines.	<b>x</b>	<b>x</b>	
			<b>15c.</b> The implementation plan for this intervention includes appropriate provider/ patient education.	<b>x</b>	<b>x</b>	
			<b>15d.</b> The implementation plan for this intervention acknowledges staff input and opinions.	<b>x</b>	<b>x</b>	
			<b>18f.</b> The following are available to make the selected plan work: evaluation protocol.	<b>x</b>	<b>x</b>	
			<b>19a.</b> Plans for evaluation and improvement of this intervention include periodic outcome measurement .	<b>x</b>	<b>x</b>	
			<b>19b.</b> Plans for evaluation and improvement of this intervention include staff participation/ satisfaction survey.	<b>x</b>	<b>x</b>	
			<b>19c.</b> Plans for evaluation and improvement of this intervention include patient satisfaction survey.	<b>x</b>	<b>x</b>	
			<b>19d.</b> Plans for evaluation and improvement of this intervention include dissemination plan for performance measures.	<b>x</b>	<b>x</b>	
			<b>19e.</b> Plans for evaluation and improvement of this intervention include review of results by clinical leadership.	<b>x</b>	<b>x</b>	
			Engaging			
Opinion Leaders						
Formally Appointed Internal Implementation Leaders	<b>14a.</b> The implementation team members share responsibility for the success of this project.	<b>x</b>				<b>x</b>
	<b>14b.</b> The implementation team members have clearly defined roles and responsibilities.	<b>x</b>				<b>x</b>
	<b>18e.</b> The following are available to make the selected plan work: intervention team.	<b>x</b>				<b>x</b>
Champions	<b>12a.</b> The project clinical champion accepts responsibility for the success of this project.	<b>x</b>				<b>x</b>
	<b>12b.</b> The project clinical champion has the authority to carry out the implementation.	<b>x</b>				<b>x</b>
	<b>12c.</b> The project clinical champion is considered a clinical opinion leader.	<b>x</b>				<b>x</b>
	<b>12d.</b> The project clinical champion works well with the intervention team and providers.	<b>x</b>				<b>x</b>
Providers	<b>18d.</b> The following are available to make the selected plan work: provider buy-in.	<b>x</b>				<b>x</b>
	External Change Agents					
Executing						



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	Reflecting & Evaluating		<b>16c.</b> Communication will be maintained through regular feedback to clinical management on progress of project activities and resource needs.	x	x
			<b>16d.</b> Communication will be maintained through regular feedback to clinicians on effects of practice changes on patient care/outcomes.	x	x
			<b>17a.</b> Progress of the project will be measured by collecting feedback from patients regarding proposed/implemented changes.	x	x
			<b>17b.</b> Progress of the project will be measured by collecting feedback from staff regarding proposed/implemented changes.	x	x
			<b>17c.</b> Progress of the project will be measured by developing and distributing regular performance measures to clinical staff.	x	x
			<b>17d.</b> Progress of the project will be measured by providing a forum for presentation/discussion of results and implications for continued improvements.	x	x