Rationale for Mapping Decisions[a]

	OCM Item	Mapped to CFIR:			Rationale for Mapping Decision for Moderate and Difficult Decisions
		Domain	Construct	Sub-Construct	
Phase 1: Project Launch	**1) Project launch: You and the Senior Leadership team:**				
	1a) Carefully selected the project	Process	Planning	NA	
	1b) Provided a very clear aim for the project	Process	Planning	NA	Some authors initially mapped to Inner Setting/Goals & Feedback. However, the focus of this item is on the implementation plan, which needs a clearly defined and stated aim; doing so will contribute toward individuals' perception of the degree of alignment with organizational goals but it is not a direct measure of the Goals and Feedback construct.
	1c) Indicated that not changing is unacceptable and set a firm deadline	Inner Setting	Readiness for Impl	Leadership Engagement	
	1d) Designated a champion/s to make the project succeed	Inner Setting	Readiness for Impl	Leadership Engagement	Some authors mapped to Process/Engaging because the role of "champion" falls within this construct. However, upon further review and deliberation we mapped this item to Readiness for Implementation/Leadership Engagement within the INNER SETTING. Review of OCM documentation and the Phase (Project Launch) made clear that this OCM item (1d) is focused on establishing a foundation for success based on activating and engaging and developing commitment of senior leaders to the project, manifesting, in part, through appointing a champion.
	2) Project champion:				
	2a) Is very committed to making this project successful	Process	Engaging	Champion	The description of "Champion" in the OCM Blue Book was ambiguous in its definition of this role: "the 'Change Agent(s)' who serve as project team leader(s) in the organization..." (p x). Thus, it would seem to map to Formally Appointed Implementation Leader. Because the role of Champion is so central in the OCM description and describes truly championing behaviors elsewhere in the materials, the team agreed to map based on the term Champion.
	2b) Has substantial power to make things happen	Process	Engaging	Champion	See comment for 2a) above.
	2c) Has substantial prestige in the organization	Process	Engaging	Champion	See comment for 2a) above.
	2d) Shows respect for the involved staff	Process	Engaging	Champion	See comment for 2a) above. This item calls out Champions as respectors of staff - a desirable characteristic of the Champion. It does not focus on whether staff feel respected by the champion.
	3) Linkages and Communication: Senior Leadership				
	a) The project, if successful, will help the organization meet corporate goals	inner Setting	Implementation Climate	Goals & Feedback	Initially considered mapping to Relative Priority. Alignment with organizational goals may lead to higher priority being placed on the implementation effort but this item is most directly related to Goals & Feedback.
	b) Mechanisms have been developed to keep leaders informed and involved	Inner Setting	Networks & Communications	NA	
	c) Leaders have endorsed the project in visible ways	Inner Setting	Readiness for Impl	Leadership Engagement	Discussed whether this also maps to Available Resources. However, the emphasis is on visible endorsement by organizational leaders; providing needed resources is one of many ways to show endorsement.
	d) Leaders have committed to spend their time & resources to remove obstacles when they arise	Inner Setting	Readiness for Impl	Available Resources	Commitment of needed resources is visible evidence of Leadership Engagement Considered mapping to both Leadership Engagement and Available Resources but emphasis here is on Leadership who make resources available.

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

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OCM Item	Mapped to CFIR:			
	Domain	**Construct**	**Sub-Construct**	**Rationale for Mapping Decision for Moderate and Difficult Decisions**
4) Linkages and Communication: Operating Unit Managers				
a) The project, if successful will meet an important operating unit goal	Inner Setting	Implementation Climate	Goals & Feedback	See comments under 3a) above
b) Mechanisms have been defined to keep key managers informed and involved	Inner Setting	Networks & Communications	NA	
c) The operating unit managers openly endorse the project	Inner Setting	Readiness for Impl	Leadership Engagement	See comment under 3c) above.
d) The operating unit managers have committed to spend their time & resources to remove obstacles when they arise in the project	Inner Setting	Readiness for Impl	Available Resources	See comment under 3d) above.
5) Linkages and Communication: Operating Unit Staff				
a) The project, if successful will meet staff needs	Inner Setting	Implementation Climate	Compatibility	Mapped to Compatibility because the Blue Book[a] (p 20) refers to improving the working conditions for staff and other needs they may have including personal growth. The panel considered Relative Priority but that construct refers to the importance of the change for the organization, not meeting individual needs.
b) Mechanisms have been developed to inform and involve staff opinion leaders	Inner Setting	Networks & Communications	NA	
c) Staff opinion leaders openly endorse the project	Process	Engaging	Opinion Leaders	It is important to distinguish between Opinion Leaders who come into the role informally (p 21 Blue Book[1] and CFIR) versus Champions. OCM assumes the latter is formally appointed. Here, reference is to "Informal staff opinion leaders" (p21).
d) Informal leaders have committed to spend time & resources to support the project	Inner Setting	Readiness for Implementation	Available Resources	See comment under 3d) above.
6) Tension for Change				
a) Informal opinion leaders really dislike current process	Inner Setting	Implementation Climate	Tension for Change	Authors did not agree whether this was about Opinion Leaders or Tension for Change. After delving into OCM documentation more deeply, it became clear that the intent of this item is to assess Tension for Change
b) Informal opinion leaders believe change is essential	Inner Setting	Implementation Climate	Tension for Change	The team considered mapping to Opinion Leaders. The description of Tension for Change in the OCM Blue Book[1]: "if tension for change does not exist (would imply state of inner setting) then you must create it." Opinion Leaders' belief that change is essential contributes to Tension for Change within the Inner Setting.
c) Staff, in general, are very upset with the current process	Inner Setting	Implementation Climate	Tension for Change	The team considered Characteristics of the Indivdiual. However, the CFIR definition for Tension for Change, refers specifically to current state being intolerable which is reflected here.
d) Staff, in general, are not depressed by the prospect of change	Characteristics of Individuals	Knowledge & Beliefs about the Intervention	NA	This item refers to individuals' attitudes toward the prospect of change rather than current state unlike items above.
7) Problem Exploration				

(Left margin vertical label: Phase 2: Problem Exploration)

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a) Involved many customers to understand the problem that will be attacked	Process	Engaging	Patients / Customer	Initially the team mapped this to Patient Needs & Resources. However, after discussion, the team agreed that this is related to Process/Engaging and furthermore, recommended that the CFIR add a sub-construct for Engaging Patients/Customers because these are key stakeholders and the item specifies explicit engagment through involvement.
b) Involved many staff to understand the problem	Process	Engaging	Staff	The team recommended the addition of a sub-construct within the CFIR to acknowlege key stakeholders within the organization. See Table 2 for proposed definition.
c) Personally experienced the problem	Process	Engaging	NA	
d) Reviewed data proving the problem's severity	Process	Planning	NA	
8) External Influence (Project has been influenced strongly by…)				
a) Pressures from outside the organization	Outer Setting	External Policies & Incentives	NA	This item was ambiguous as to the type of pressures outside the organization. The team considered Peer Pressure but mapped here because this construct is broader including, for example, performance measures or financial payment policies which can be an important sources of pressure to change.
b) Successful applications from non-health care organizations	Intervention Characteristics	Intervention Source	NA	The team initially considered Cosmopolitanism because it implies linkages and communications with outside entities. However, 40% of 4600 responses from unpublished data answered "I don't know." Of the remaining respondents, most disagreed because they did not know whether the innovation came from a non-healthcare entity. Thus, it appears that individuals are responding based on the specific innovation not a general assessment of their linkages with outside entities.
c) Successful health care applications outside our organization	Intervention Characteristics	Intervention Source	NA	See comment under 8b above.
d) Our proven ability to adapt ideas from outside to fit our organization's way of doing things	Inner Setting	Culture	NA	Some authors initially mapped to Adaptibility or Compatibility. However, this item refers to a culture of quality; it was designed to tap into a proven history of making change based on ideas from outside the organization. Consider refining the CFIR defintion for culture to include "culture of change" concept.
9) Relative Advantage of the potential change/s: The change we have in mind:				
a) Is supported by concrete evidence from an organization similar to ours	Intervention Characteristics	Evidence Strength & Quality	NA	Team members initially mapped to several different constructs. However, OCM Blue Book refers to establishing concrete evidence and this item is referring specifically to evidence supporting its potential benefit for the organization
b) Conforms to the opinions of respected experts	Intervention Characteristics	Evidence Strength & Quality	NA	See comments under 9a) above
c) Appears to have many more advantages than disadvantages	Intervention Characteristics	Relative Advantage	NA	Initially considered mapping to Evidence Strength & Quality. However, this item's intent was to follow the "spirit" of Rogers in recognizing relative advantage of the innovation. Rogers' definition is "degree to which an innovation is perceived as being better then the idea it supercedes" (p229) which includes consideration of status quo - which is the basis of the CFIR defintion for this construct. This statement refers to advantages outweighing disadvantages though there is not a defined comparator.

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Phase 3: Solution Develop	d) Is likely to be supported by staff because they will believe that the advantages outweigh disadvantages	Intervention Characteristics	Relative Advantage	NA	See comments under 9c) above
	10) Funding: Enough money is avaialable to support:				
	a) The customer needs assessment	Inner Setting	Readiness for Impl	Available Resources	After minor clarification of this CFIR construct, the team agreed on this mapping
	b) Solution exploration (to identify key features of solutions)	Inner Setting	Readiness for Impl	Available Resources	See comments under 10a) above
	c) Solution development	Inner Setting	Readiness for Impl	Available Resources	See comments under 10a) above
	d) Implementation and Testing	Inner Setting	Readiness for Impl	Available Resources	See comments under 10a) above
	11) Flexibility of Design				
	a) The likely change can be adapted to fit current situation	Intervention Characteristics	Adaptability	NA	
	b) The likely change can be adapted and retain effectiveness	Intervention Characteristics	Adaptability	NA	
	c) The adaptation will be ethically easy to make	Intervention Characteristics	Adaptability	NA	
	d) The adaptation will be politically easy to make	Intervention Characteristics	Adaptability	NA	
Testing	**12) Complexity of Implementation Plan: The plan for implementing the change will likely:**				
	a) Be detailed	Process	Planning	NA	Clarification that the stem for this item is "complexity of implementation *plan*" (* added), the team agreed that this item is related to Planning, not e.g., to Complexity of the innovation.
	b) Be simple; having no unnecessary or overly complex steps	Process	Planning	NA	See comments under 10a) above
	c) Have clear and realistic time schedule	Process	Planning	NA	See comments under 10a) above
	d) Be understood by those affected	Process	Planning	NA	See comments under 10a) above
	13) Staff changes: The changes in staff jobs are likely to be:				
	a) Few in number	Process	Planning	NA	Some initially mapped to Complexity but the team agreed this is related to the Process of implementation (based on Blue Book[1] explanation)
	b) Clearly spelled out in writing	Inner Setting	Readiness for Impl	Access to Information & Knowledge	Authors mapped to different constructs initially. The team agreed that this item is focused on steps and changes being clearly spelled out and staff having the knowledge they need to carry it out. The CFIR describes access to digestible information and how to incorporate it into work tasks which aligns with "changes are spelled out."
	c) Supported by good training and training materials	Inner Setting	Readiness for Impl	Access to Information & Knowledge	After clarification of this CFIR construct, the team agreed with this mapping. Suggested refinement for CFIR include training in this construct and not under Available Resources. If staff do not understand what they need to do, training is an important source of knowledge-buidling to build skills.

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

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Phase 4: Implementation &	d) Changes that staff believe are confident they can do well	Characteristics of Individuals	Self-Efficacy	NA	Team reconsidered several times because this item is an "orphan" in this Domain - the only OCM item mapped to this CFIR domain. However, it is clearly related to self-efficacy.
	14) Work environment: The following items are likely to be set up to make the new solution				
	a) Staff incentives	Inner Setting	Implementation Climate	Organizational Incentives & Rewards	After discussion, the team agreed that this item should map to constructs within the Inner setting; they refer to tangible and immediate (proximal) indicators of organizational commitment to change. The team considered mapping both to constructs in Inner Setting and Process/Planning, depending on the point at which these items were administered. However, the team decided to map all to Inner Setting to simplify the mapping.
	b) Leadership roles	Inner Setting	Readiness for Impl	Leadership Engagement	See comments under 14a) above
	c) Organization structure and documented procedures	Inner Setting	Readiness for Impl	Access to Information & Knowledge	Though this is a broadly defined item, the stem refers to "set up to make the new solution work" - broadly agreed to refer to supports and "documentation" related to providing Access to Information & Knowledge.
	d) Equipment and materials	Inner Setting	Readiness for Impl	Available Resources	See comments under 14a) above
	15) Testing and Refinement: Small pilot tests of the improvement are set up to:				
	a) Collect honest reactions from customers	Process	Reflecting & Evaluating	NA	Some authors initially mapped to Triability. However, the stem and item refer to Processes - not Intervention Characterstics. The team considered mapping to both Trialability and Reflecting & Evaluating. However, the team agreed, after discussion, that this refers to process including collecting "honest reactions." It is akin to the "S" (study) in the PDSA cycle of process improvement in terms of seeing how customers react to the innovation trial.
	b) Collect honest reactions from staff	Process	Reflecting & Evaluating	NA	See comments under 15a) above
	c) Publicly display performance measures over time	Process	Reflecting & Evaluating	NA	Some authors initially mapped to Goals & Feedback. However, the team agreed that this is referring to a Process "over time" - not goals or feedback that are integrated into organizational processes
	d) Use results to make continued improvements	Process	Executing		The team agreed that this maps to Executing using an incremental and continuous-improvement approach.