
Framework Guidance:
The CFIR is intended to be used to collect data from individuals who have power and/or influence over implementation outcomes. See the CFIR Outcomes Addendum for guidance on identifying these individuals and selecting outcomes.

The CFIR must be fully operationalized prior to use in a project:
1) Define the subject of each domain for the project (see guidance for each domain below).
2) Replace broad construct language with project-specific language if needed.
3) Add constructs to capture salient themes not included in the updated CFIR.

I. INNOVATION DOMAIN
Innovation: The “thing” being implemented, e.g., a new clinical treatment, educational program, or city service.

Construct Name | Construct Definition | The degree to which:
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A. Innovation Source | The group that developed and/or visibly sponsored use of the innovation is reputable, credible, and/or trustworthy. |  
B. Innovation Evidence-Basis | The innovation has robust evidence supporting its effectiveness. |  
C. Innovation Relative Advantage | The innovation is better than other available innovations or current practice. |  
D. Innovation Adaptability | The innovation can be modified, tailored, or refined to fit local context or needs. |  
E. Innovation Trialability | The innovation can be tested or piloted on a small scale and undone. |  
F. Innovation Complexity | The innovation is complicated, which may be reflected by its scope and/or the nature and number of connections and steps. |  
G. Innovation Design | The innovation is well designed and packaged, including how it is assembled, bundled, and presented. |  
H. Innovation Cost | The innovation purchase and operating costs are affordable. |  

Project Outer Setting(s): (Document the actual outer setting in the project, e.g., type, location, and the boundary between the Outer Setting and the Inner Setting.)

Construct Name | Construct Definition | The degree to which:
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A. Critical Incidents | Large-scale and/or unanticipated events disrupt implementation and/or delivery of the innovation. |  
B. Local Conditions | Societal/cultural values (e.g., shared responsibility in helping recipients) and beliefs (e.g., convictions about the worthiness of recipients) encourage the Outer Setting to support implementation and/or delivery of the innovation. |  
C. Local Conditions | Economic, environmental, political, and/or technological conditions enable the Outer Setting to support implementation and/or delivery of the innovation. |  
D. Partnerships & Connections | The Inner Setting is networked with external entities, including referral networks, academic affiliations, and professional organization networks. |  
E. Policies & Laws | Legislation, regulations, professional group guidelines and recommendations, or accreditation standards support implementation and/or delivery of the innovation. |  
F. Financing | Funding from external entities (e.g., grants, reimbursement) is available to implement and/or deliver the innovation. |  
G. External Pressure | External pressures drive implementation and/or delivery of the innovation. Note: Use this construct to capture themes related to External Pressures that are not included in the subconstructs below. |  
1. Societal Pressure | Mass media campaigns, advocacy groups, or social movements or protests drive implementation and/or delivery of the innovation. |  
2. Market Pressure | Competing with and/or imitating peer entities drives implementation and/or delivery of the innovation. |  
3. Performance-Measurement Pressure | Quality or benchmarking metrics or established service goals drive implementation and/or delivery of the innovation. |  

III. INNER SETTING DOMAIN
Inner Setting: The setting in which the innovation is implemented, e.g., hospital, school, city. There may be multiple Inner Settings and/or multiple levels within the Inner Setting (e.g., community, system, state).

Construct Name | Construct Definition | The degree to which:
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A. Structural Characteristics | Infrastructure components support functional performance of the Inner Setting. Note: Use this construct to capture themes related to Structural Characteristics that are not included in the subconstructs below. |  
1. Physical Infrastructure | Layout and configuration of space and other tangible material features support functional performance of the Inner Setting. |  
2. Information Technology Infrastructure | Technological systems for tele-communication, electronic documentation, and data storage, management, reporting, and analysis support functional performance of the Inner Setting. |  
3. Work Structure | Organization of tasks and responsibilities within and between individuals and teams, and general staffing levels, support functional performance of the Inner Setting. |  
B. Relational Connections | There are high quality formal and informal relationships, networks, and teams within and across Inner Setting boundaries (e.g., structural, professional). |  
C. Communications | There are high quality formal and informal information sharing practices within and across Inner Setting boundaries (e.g., structural, professional). |  
D. Culture | There are shared values, beliefs, and norms across the Inner Setting. Note: Use this construct to capture themes related to Culture that are not included in the subconstructs below. |  
1. Human Equality-Centeredness | There are shared values, beliefs, and norms about the inherent equal worth and value of all human beings. |  
2. Recipient-Centeredness | There are shared values, beliefs, and norms around caring, supporting, and addressing the needs and welfare of recipients. |  
3. Deliverer-Centeredness | There are shared values, beliefs, and norms around caring, supporting, and addressing the needs and welfare of deliverers. |  
4. Learning-Centeredness | There are shared values, beliefs, and norms around psychological safety, continual improvement, and using data to inform practice. |  
E. Tension for Change | The current situation is intolerable and needs to change. |  
F. Compatibility | The innovation fits with workflows, systems, and processes. |  
G. Relative Priority | Implementing and delivering the innovation is important compared to other initiatives. |  
H. Incentive Systems | Tangible and/or intangible incentives and rewards and/or disincentives and punishments support implementation and delivery of the innovation. |  
I. Mission Alignment | Implementing and delivering the innovation is in line with the overarching commitment, purpose, or goals, in the Inner Setting. |  
J. Available Resources | Resources are available to implement and deliver the innovation. Note: Use this construct to capture themes related to Available Resources that are not included in the subconstructs below. |  
1. Funding | Funding is available to implement and deliver the innovation. |  
2. Space | Physical space is available to implement and deliver the innovation. |  
3. Materials & Equipment | Supplies are available to implement and deliver the innovation. |  
K. Access to Knowledge & Information | Guidance and/or training is accessible to implement and deliver the innovation. |  

IV. INDIVIDUALS DOMAIN
Individuals: The roles and characteristics of individuals.

Construct Name | Construct Definition | The degree to which:
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A. High-level Leaders | Individuals with a high level of authority, including key decision-makers, executive leaders, or directors. |  
B. Mid-level Leaders | Individuals with a moderate level of authority, including leaders supervised by a high-level leader and who supervise others. |  
C. Opinion Leaders | Individuals with informal influence on the attitudes and behaviors of others. |  
D. Implementation Facilitators | Individuals with subject matter expertise who assist, coach, or support implementation. |  
E. Implementation Leads | Individuals who lead efforts to implement the innovation. |  
F. Implementation Team Members | Individuals who collaborate with and support the Implementation Leads to implement the innovation, ideally including Innovation Deliverers and Recipients. |  
G. Other Implementation Support | Individuals who support the Implementation Leads and/or Implementation Team Members to implement the innovation. |  
H. Innovation Deliverers | Individuals who are directly or indirectly delivering the innovation. |  
I. Innovation Recipients | Individuals who are directly or indirectly receiving the innovation. |  

Note: Constructs E – K are specific to the implementation and/or delivery of the innovation.

Project Roles: (Document the roles applicable to the project and their location in the Inner or Outer Setting.)

Construct Name | Construct Definition | The degree to which:
--- | --- | ---
A. High-level Leaders | Individuals with a high level of authority, including key decision-makers, executive leaders, or directors. |  
B. Mid-level Leaders | Individuals with a moderate level of authority, including leaders supervised by a high-level leader and who supervise others. |  
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Construct Definition:
Choose and operationalize implementation strategies to address barriers, leverage facilitators, and fit context.

Collect and discuss quantitative and qualitative information about the success of implementation. Note: Use this construct to capture themes related to Reflecting & Evaluating that are not included in the subconstructs below.

**I. ANTECEDENT ASSESSMENTS**

**A. Acceptability**
The extent to which an innovation is perceived as “agreeable, palatable, or satisfactory” (Proctor, 2009).

**B. Appropriateness**
The perceived fit, relevance, or compatibility of the innovation […] for a given practice setting, provider, or consumer; and/or perceived fit of the innovation to address a particular issue or problem” (Proctor, 2009).

**C. Feasibility**
The extent to which an innovation “can be successfully used or carried out within a given agency or setting” (Proctor, 2009).

**D. Implementation Climate**
The extent to which the Inner Setting has an implementation climate.

**E. Implementation Readiness**
The extent to which the Inner Setting is ready for implementation.

III. INNOVATION OUTCOMES

**A. Innovation Recipient Impact**
Recipient Reach x Innovation Effectiveness

**B. Innovation Deliverer Impact**
Deliverer Reach x Innovation Effectiveness

**C. Key-Decision Maker (or System) Impact**
Key-Decision Maker Reach x Innovation Effectiveness

V. IMPLEMENTATION PROCESS DOMAIN

**A. Teaming**
Join together, intentionally coordinating and collaborating on interdependent tasks, to implement the innovation.

**B. Assessing Needs**
Collect information about priorities, preferences, and needs of people. Note: Use this construct to capture themes related to Assessing Needs that are not included in the subconstructs below.

1. **Innovation Deliverers**
Collect information about the priorities, preferences, and needs of deliverers to guide implementation and delivery of the innovation.

2. **Innovation Recipients**
Collect information about the priorities, preferences, and needs of recipients to guide implementation and delivery of the innovation.

3. **Assessing Context**
Collect information to identify and appraise barriers and facilitators to implementation and delivery of the innovation.

**C. Tailoring Strategies**
Modify the innovation and/or the Inner Setting for optimal fit and integration into work processes.

**D. Planning**
Identify roles and responsibilities, outline specific steps and milestones, and define goals and measures for implementation success in advance.

**E. Doing**
Implement in small steps, tests, or cycles of change to trial and cumulatively optimize delivery of the innovation.

**F. Engaging**
Attract and encourage participation in implementation and/or the innovation. Note: Use this construct to capture themes related to Engaging that are not included in the subconstructs below.

1. **Innovation Deliverers**
Attract and encourage deliverers to serve on the implementation team and/or to deliver the innovation.

2. **Innovation Recipients**
Attract and encourage recipients to serve on the implementation team and/or participate in the innovation.

**G. Reflecting & Evaluating**
Collect and discuss quantitative and qualitative information about the success of implementation. Note: Use this construct to capture themes related to Reflecting & Evaluating that are not included in the subconstructs below.

1. **Implementation**
Collect and discuss quantitative and qualitative information about the success of implementation.

2. **Innovation Effectiveness**
The extent the innovation is perceived as “agreeable, palatable, or satisfactory” (Proctor, 2009).

3. **Sustainment**
The extent the innovation is in place or being delivered over the long-term.

The following categories of outcomes are defined based on the published "CFIR Outcomes Addendum"