

Pre-implementation organizational readiness assessment tool

A summary of

Barwick, M. (2011). Checklist to Assess Organizational Readiness (CARI) for EIP Implementation. Toronto, ON: Hospital for Sick Children Toronto.



National Collaborating Centre
for Methods and Tools
Centre de collaboration nationale
des méthodes et outils

How to cite this NCCMT summary:

National Collaborating Centre for Methods and Tools (2014). *Pre-implementation organizational readiness assessment tool*. Hamilton, ON: McMaster University. (Updated 05 September, 2017) Retrieved from <http://www.nccmt.ca/resources/search/215>.

Categories:

Tool, Implement, KT evaluation, KT plan, Organizational capacity and management, Situational assessment, Leadership

Date posted:
August 12, 2014

Date updated:
September 5, 2017

Tool

Relevance For Public Health

This tool was developed for behavioural health service provider organizations. Behavioural health perspectives have been readily applied and integrated into health promotion and disease prevention strategies. As such, this tool is transferable to the public health context. One way that this tool can be used is to support efforts to implement best practice guidelines in public health organizations.

Description

The Checklist to Assess Organizational Readiness (CARI) is a tool for individuals who are involved in designing and leading an organization-wide change strategy. The purpose of the tool is to determine an organization's level of readiness to implement evidence-informed practice (EIP).

Austin and Classen (2008) identified four organizational factors (organizational capacity, organizational culture/climate, staff capacity and implementation plan) from research and practice findings deemed to be important determinants for implementation success. This CARI tool builds upon previous work conducted by Austin and Classen and introduces an additional four factors (system level capacity, functional considerations, senior leadership and training) that researchers and implementers in outcome measurement have identified as important considerations for implementing evidence-informed practice.

This tool is intended to be administered prior to implementation so that provisions can be made to improve implementation success based on the results of the assessment. As such, this tool draws upon the implementation team's organizational awareness.

Another relevant tool used to examine organizational strengths and gaps in applying and incorporating research is the [Is Research Working for You?](#) tool.

Implementing the Tool

Who is Involved?

Facilitators are involved in reviewing and completing a consensus version of the group's response. The implementation team is required to respond to the tool.

Steps for Using Tool

Members of the organization's implementation team complete the tool individually. Individuals rate their organization's readiness on a scale of 1 to 4 (1 = "not even close", 4 = "we're there") for each item. Facilitators then review the individual ratings with the implementation team and assign a separate overall consensus rating for each item to capture the group's perspective.

The consensus ratings for the questionnaire items are summed for each of the eight organizational categories (A = system capacity to H = training). The total for each score for each

These summaries are written by the NCCMT to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

organizational factor is then graphed on a spider graph by putting an 'x' on the appropriate spot along the number line for each section (A to H). The points are linked around the entire graph, connecting the dots.

Once complete, the spider plot graphically highlights the organizational factors that are most similar in terms of perceived level of organizational readiness. It may also be used to identify relative positive or negative outliers so that you can quickly identify organizational strengths and areas that require work within your organization to improve the likelihood of implementation success.

Evaluation and Measurement Characteristics

Evaluation

Has not been evaluated

Validity

Validity not tested

Reliability

Reliability not tested

Methodological Rating



Unknown/No evidence

Tool Development

Developers

Melanie A. Barwick

Method of Development

Release Date

2011

Contact Person

Melanie A. Barwick
The Hospital for Sick Children
555 University Avenue
Toronto, ON M5G 1X8
Phone: (416) 813-1085
Email: melanie.barwick@sickkids.ca

Resources

Title of Primary Resource	Checklist to Assess Organizational Readiness (CARI) for EIP Implementation
File Attachment	None
Web-link	http://www.melaniebarwick.com/implementation.php
Reference	Barwick, M. (2011). Checklist to Assess Organizational Readiness (CARI) for EIP Implementation. Toronto, ON: Hospital for Sick Children Toronto.
Type of Material	Template
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Copyright © 2011 Barwick, Melanie, Hospital for Sick Children Toronto

These summaries are written by the [NCCMT](#) to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

Title of Supplementary Resource	Implementing Evidence-based Practice in Human Service Organizations
File Attachment	None
Web-link	http://www.tandfonline.com/doi/abs/10.1300/J394v05n01_10?url_ver=Z39.88-2003&rfr_id=ori:rid:crossref.org&rfr_dat=cr_pub%3dpubmed#.U-uSTPldWBI
Reference	Austin, M.J. & Claasen, J. (2008). Implementing evidence-based practice in human service organizations. <i>Journal of Evidence-based Social Work</i> , 5(1), 271-293.
Type of Material	Journal article
Format	Periodical
Cost to Access	
Language	English
Conditions for Use	© 2008 by The Haworth Press

Title of Supplementary Resource	Is research working for you? A self-assessment tool and discussion guide for health services management and policy organizations
File Attachment	None
Web-link	http://www.nccmt.ca/registry/view/eng/35.html
Reference	Canadian Health Services Research Foundation. (2005). Is research working for you? A self-assessment tool and discussion guide for health services management and policy organizations. Ottawa, ON: Canadian Health Services Research Foundation.
Type of Material	Instruction manual
Format	On-line Access
Cost to Access	None.
Language	English, French
Conditions for Use	Not specified

These summaries are written by the [NCCMT](http://www.nccmt.ca) to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.