Breaking New Ground in Implementation

Georgia Alcohol Prevention Project (APP)

A Guide to the APP Implementation Plan 2013 – 2014

V.2 – 9.27.13

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**| Note from your coaching team at GSU:**

Welcome and congratulations! You are now at the Implementation Step

(SPF Step 4) of the Alcohol Prevention Project (APP) process. We are at a very exciting time in the process. This is the point in which you put all of your hard work into action. In this step you will be articulating the specific plans to implement the approved strategies outlined in your strategic plan to impact the intervening variables and contributing factors identified during your community needs assessment. As always, your GSU/ RPS Coaching Team is here to support and guide you through this process. You can expect our standard roll-out process: 1) guidance document, 2) prerecorded web overview via Fuze, 3) face-to-face training on the tools and requirements, and 4) individual TA as needed. As always, all of the tools associated with this step will be accessible along with ECCO online at ga-sps.org.

*Your GSU TTA Team*

**| Using this Guidance Document:**

This Implementation Guidance Document and associated tool set will help you through the process of putting together your Implementation Plan. Keep in mind that the implementation plan will be based solely on your approved strategic plan and strategies. Be very careful **not to introduce anything new** to the process. You should have your approved Strategic Plan ready for reference during the writing of your Implementation Plan. In addition to your Strategic Plan, you might consider how you will involve your CPAW in the process. It is also suggested that while writing your Implementation Plan, you should have access to subject matter experts on the strategies you plan to implement. This will help you with some of the details called for throughout the Implementation Plan.

Your APP Implementation Plan should be completed within two weeks from your Regional Implementation Plan Training. Because training dates are staggered, this date will vary by region. Please contact your RPS regarding due dates. If during this process you request TA, please submit your request via ECCO.

One-year duration: You are building this Implementation plan for one year duration, 365 total days – 250 working (Banker working days). Please keep this in mind and process as you work through your APP Implementation Plan.

All Providers are asked to use each of the Implementation Plan tools in its existing format. **Please do not make any changes to the tools**. If you desire to include additional information outside of what is currently requested, you may attach it as an addendum. If you experience difficulty or have questions or concerns about using the provided tools, submit an ECCO request.

This guidance document is divided into 2 sections and an attached Excel Sheet

Section 1: Introduction to Implementation in the SPF process

Section 2: Overview of the APP Implementing Plan requirements and tools

(Excel Attachment A)

 Tool-section1: Project Management Plan

 Tool-section2: Detailed Action plan

 Tool-section3: At-a-Glance Timeline

**| Acknowledgements and References**

We would like to acknowledge the following partners and agencies for their contribution to the APP Implementing guidance document and associated tools.

This Implementation Toolkit was created by adapting and melding together material from the following four primary sources:

(1) The Rand Corporations **Getting to Outcomes TM 2004,** which can be accessed online at http://wwwcgi.rand.org/pubs/technical\_reports/2004/RAND\_TR101.pdf, as well as the 2007 version, **Preventing Underage Drinking: Using Getting to Outcomes with the SAMHSA Strategic Prevention Framework to Achieve Results,** which can be accessed online at http://wwwcgi.rand.org/pubs/technical\_reports/TR403/.

(2) The Community Anti-Drug Coalition of America’s (CADCA) **Implementation Primer: Putting Your Plan Into Action,** which can be accessed online at http://www.coalitioninstitute.org/SPF\_Elements/Implementation/Impleme ntationPrimer--05-2007.pdf.

(3) Nebraska SPF-SIG, Implementation Tool Kit, 2009 (Karen Abrams)

<http://dhhs.ne.gov/publichealth/Documents/SPF_SIG_Implem_Toolkit.pdf>

(4) Project Management Institute. 2004. *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, PA: Project Management Institute.

(5) Substance Abuse and Mental Health Services Administration’s (SAMHSA) Center for the Application of Prevention Technologies.

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**| Section 1 - Introduction to Implementation in the SPF Process**

During the planning stage of the SPF, you selected strategies to address the problem(s) your CPAW seeks to change. This Guidance Document (GD) and Toolkit focuses on implementation, the fourth element of the SPF, which is all about putting your plan into practice. The role of CPAW members now moves from planning to oversight, mutual accountability and monitoring. During the implementation phase, communities and CPAW members should not deviate from the approved strategic plan and associated strategies.

Before beginning the implementation phase, your CPAW should stop and ensure that members understand the strategies that will be employed, as well as the concise contributions they might provide. CPAW members should agree with the selected strategies and understand how the activities being carried out in the name of the community will lead to desired outcomes.

This also is the time to strengthen members’ commitment to your strategic plan, and for them to demonstrate their effectiveness in solving community problems. Remember, coalition members should be working in a parallel track, alongside the staff implementing strategies. Keep in mind the initial CPAW sub-groups: Operations, Evaluation and Planning. Your community can accomplish this by engaging CPAW members in the implementation process, through meetings where people come together to talk about implementation issues, and by brainstorming ways to address challenges as they arise in order to make mid-course corrections.

im·ple·men·ta·tion

ˌimpləmənˈtāSHən/

*noun*

The process of putting a decision or plan into effect; execution.

This Guidance Document and Toolkit provides the information and tools you will need to hit the ground running with strategy implementation, and focuses on how to develop solid action plans that can help you and your RPS effectively monitor your implementation process. Hopefully, this Toolkit will help you to do a better job at carrying out the complicated and interwoven steps involved in implementing your chosen strategies. The tools provided here are intended to assist you in this process.

Please make sure you include time for build up and strategy preparation. For example, you have been approved to implement a Social Norms Campaign and the model you are using is “Most of Us”. It could take you 5 months to gather additional baseline data, process and analyze your data, develop and test your social norms messages. This information should be included in your Implementation plan.

**| GSU APP Implementation Plan Requirements Matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| **Parts**  | **Excel****Cells** | **Instructions** | **Tools / Reference** |
| Tool InstructionsTab 1 | All | Instructions and Identifiers  | None |
| ToolProvider InformationTab 2 | All | Provider information and MOU Tracking- A **memorandum of understanding** (**MoU**) is a [document](http://en.wikipedia.org/wiki/Document) describing a [bilateral](http://en.wikipedia.org/wiki/Bilateralism) or [multilateral](http://en.wikipedia.org/wiki/Multilateralism) agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action. It is often used in cases where parties either do not imply a legal commitment or in situations where the parties cannot create a legally enforceable agreement. It is a more formal alternative to a [gentlemen's agreement](http://en.wikipedia.org/wiki/Gentlemen%27s_agreement). | None[MOU Examples](https://files.secureserver.net/0fHlsJFgsVezRS)  |
| PMPScope Details / Strategy Intent ATabs 3 – 5 | All | - Complete one tab per approved strategy. There are three tabs provided; one for each strategy.- Consider having your approved Strategic Plan (SP) available for reference, as you will be carrying/ information over from your Strategic Plan (SP) to this part of your Implementation tool set. | [APP](https://files.secureserver.net/0fNJ7sjICPFgh3)[Implementation Plan Excel Tool](https://files.secureserver.net/0fNJ7sjICPFgh3)Approved Strategic Plan  |
| PMPScope Details / Strategy Intent ATabs 3 – 5 | 3 - 8 | - In these cells you are just carrying information over from your SP. Be mindful not to make any changes to this information. This is directly reflective of your approved SP.- Here is where we start to consider scoping your strategies. Having your CPAW and other critical key stakeholders present or accessible could be very helpful. **- Project scope** is the part of project planning that involves determining and documenting a list of specific project goals, [deliverables](http://whatis.techtarget.com/definition/deliverable), tasks, costs and deadlines.- Instructions to each cell are provided in the notes function for each cell. Just find the red triangle, as depicted below: Macintosh HD:Users:mbouligny:Desktop:Screen Shot 2013-09-21 at 3.16.48 PM.png | APPImplementation Plan Excel ToolApproved Strategic Plan |
| PMPScope Details / Strategy IntentPart ATabs 3 - 5 | 9 - 11 | - Here is where we need to start thinking about how to scope your strategies. Some of you included this information in your SP, and some did not. For those who did not include this information in your SP, you will need to start brainstorming with your CPAW, key stakeholders, and other critical inputs about these scope questions.- **Duration:** Estimating overall project duration for larger projects is time consuming. When following the bottom-up approach of the [project planning process](http://www.project-management-knowhow.com/project_planning.html), we have to estimate the duration of each work package and then integrate all data into a project schedule, usually, in the form of a Gantt chart which would only be available well into the planning phase.http://www.project-management-knowhow.com/project\_planning.html**- Dosage:** a quantity of program prescribed to be taken at one time. **- Frequency:** The number of occurrences of a repeating event per unit [time](http://en.wikipedia.org/wiki/Time). It is also referred to as **temporal frequency**, which emphasizes the contrast to [spatial frequency](http://en.wikipedia.org/wiki/Spatial_frequency) and [angular frequency](http://en.wikipedia.org/wiki/Angular_frequency). The period is the duration of one [cycle](http://en.wikipedia.org/wiki/Turn_%28geometry%29) in a repeating event. So, the period is the [reciprocal](http://en.wikipedia.org/wiki/Multiplicative_inverse) of the frequency. - Consider your Triple Constraints: Time, Cost, and Scope across all of your strategies. Keep in mind, part of your work will be to make decisions about resource allocation, including time across all of your strategies.[Learn more about Triple Constraints](http://programsuccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/)Macintosh HD:Users:mbouligny:Desktop:triple-constraint.jpg | APPImplementation Plan Excel ToolApproved Strategic Plan[Learn more about Triple Constraints](http://programsuccess.wordpress.com/2011/05/02/scope-time-and-cost-managing-the-triple-constraint/)Key Stakeholders |
| PMPScope Details / Staffing Considerations BTabs 3 – 5 | 15 - 20 | - Tell us about your Human Resources.- Human resources (HR) management essentially means ensuring that the proper people are working on a project. These people might be staff, volunteers, and or consultants. - We can think of HR Management in three steps, as outlined in the Project Management approach. Acquire Team, train team, and manage team. This section asks providers to actuate these steps for their HR considerations.[Learn more about HR Management](http://www.brighthubpm.com/resource-management/19435-a-summary-of-pmbok-practices-human-resource-management/)***- Who will be Responsible?:*** Before implementing a strategy, decide which staff will be responsible for each activity. Will it be from the existing staff? Will new staff or an outside agency be hired?- ***Staff Training:*** If staff is unfamiliar with the strategy, one of the first key activities will be staff training on how to implement the program, policy or practice. If a staff member was trained on a particular strategy over three years or longer, it is a best practice to have them go through training again or participate in a booster to stay current and to ensure fidelity. | APPImplementation Plan Excel ToolApproved Strategic Plan[Learn more about HR Management](http://www.brighthubpm.com/resource-management/19435-a-summary-of-pmbok-practices-human-resource-management/) |
| PMPScope Details / Recruitment and Retention Considerations CTabs 3 – 5 | 24 - 25 | - Considering your target population, strategy, setting and IOM classification tell us about how you plan to recruit and retain project participants. For your Environmental Strategies, explain how you will get the attention of your target population.- Consider the complexities of recruiting a selected or indicated population. How will you know that participants have elevated risk factors? Or in the case of Indicated population how will you know that they have engaged in use of Alcohol yet do not require treatment. - Keep in mind that you are building your Implementation Plan for one year. 365 / 250[Learn more about prevention participant Requirement](https://files.secureserver.net/0sY2TWYCdS3WZ8) [Learn more about prevention participant Recruitment with family programs](https://files.secureserver.net/0svMSVOWhkcDao) | APPImplementation Plan Excel ToolApproved Strategic Plan[Learn more about prevention participant Requirement](https://files.secureserver.net/0sY2TWYCdS3WZ8) [Learn more about prevention participant Recruitment with family programs](https://files.secureserver.net/0svMSVOWhkcDao) |
| PMPScope Details / Community ReadinessPart C II.Tabs 3 – 5 | 29 - 33 | In this section you will talk about your efforts to increase community readiness. Keep in mind your community readiness score. We are only talking about your efforts that are directed at moving your community readiness score up. For example if your community readiness score was 3, what are you doing to move it to a 4 or 5. Keep in mind your community readiness score is more directly connected to your goal then your IVs and CFs[Learn more about community readiness](http://ctb.ku.edu/en/tablecontents/sub_section_main_1014.aspx) | APPImplementation Plan Excel ToolApproved Strategic PlanCommunity Readiness Score[Learn more about community readiness](http://ctb.ku.edu/en/tablecontents/sub_section_main_1014.aspx) |
| PMPScope Details / Part III. Strategy Fidelity Tabs 3 – 5 | 37 - 39 | - Fidelity is the cornerstone of any nutritious strategy. ☺In this section we will explore some underlying approaches to monitoring fidelity and addressing lack of fidelity in our strategies.- If a strategy is not carried out as designed, then it is probably not reasonable to expect to achieve desired outcomes. If you are using an individually focused strategy, very often these programs come with their own tools to assess fidelity.- **Balance fidelity with adaptation**. Fidelity refers to the degree to which a program is implemented as its developer intended. For example, when baking a cake, you have to be faithful to the recipe or it won’t work; changing the flavor might be okay, but changing the amounts of flour or salt could be disastrous! The same applies to interventions. It is possible that some elements of the intervention could be adapted without influencing the outcome, but most elements must be kept the same. Having said that, it is sometimes necessary to adapt an intervention to fit certain population groups or local circumstances, such as budget constraints, staff availability, and time issues. In these situations, it is important to think carefully about balancing the need for maintaining fidelity of the intervention with the need to adapt it.  It is helpful to work with an evaluator, as well as the intervention developer, to determine how to best adapt it (i.e., to identify those elements that should be maintained). Remember, interventions that are implemented with complete fidelity are more likely to be effective. **- Develop and carry out an action plan** that details what is to occur, who is responsible, and a timeline for doing so. Similar to an itinerary for a trip, this action plan will help ensure that everyone involved is on the same page, and that the intervention is carried out successfully. **- Make mid-course corrections** to the intervention or its implementation, if the monitoring data are not what you anticipated. Perhaps the intervention calls for six parent education classes, but the implementation schedule only includes four. This difference between intended and actual implementation may occur for many different reasons, including scheduling conflicts or discomfort with the content among other participants or trainer(s). Once you determine the reason(s) for the gap, take strides to close it. For example, if it turns out that the trainer feels ill prepared to handle the content, providing additional coaching may increase trainer comfort and skills, and you can add the two remaining classes back to the schedule. Substance Abuse and Mental Health Services Administration’s (SAMHSA) Center for the Application of Prevention Technologies. | APPImplementation Plan Excel ToolApproved Strategic PlanStrategy Expertise, guidelines  |
| PMPScope Details / Part IV.Evaluation & Data collectionTabs 3 – 5 | 43 - 46 | - Evaluation is the systematic collection and analysis of information about an intervention to improve its effectiveness and make decisions. It is an intrinsic part of all the steps of the SPF.-Evaluation is useful for the following reasons:* Helps to assess the progress of an intervention
* Identifies what does and does not work in a particular setting
* Can be used to build community capacity and influence decision-makers
* Strengthens accountability
* Supports sustainability

**-Types of Evaluation**  An evaluation can be used to collect both process and outcome evaluation data. ***Process evaluation*** occurs during the implementation of an intervention; ***Outcome evaluation*** occurs after the intervention has been implemented. Collecting these types of data will help you to: * + Monitor implementation
	+ Improve implementation and performance
	+ Determine which interventions and outcomes should be sustained
 | APPImplementation Plan Excel ToolApproved Strategic PlanStrategy Expertise, guidelines Evaluation Expertise |
| Example Action PlanTab 6 |
| Detailed Action PlanTabs 7 - 9  | As many as you need | - With this tab you tell us about the activities associated with your strategy. One tab per strategy. - *Activity identification considerations*. These are not rules, just items to consider when defining your activities.* Each activity consumes time and should produce an identifiable deliverable or result.
* 8/80 approach, no activity should take less then 8 hours or more then 80 hours (total production time direct and indirect hours)
* Activities are described as verbs, not as nouns.
* Try to include activities that result in quality enhancements.
* Smallest [unit](http://www.businessdictionary.com/definition/unit.html) of [work](http://www.businessdictionary.com/definition/work.html) having four [characteristics](http://www.businessdictionary.com/definition/characteristic.html): (1) [definite](http://www.businessdictionary.com/definition/definite.html) [duration](http://www.businessdictionary.com/definition/duration.html), (2) [logic](http://www.businessdictionary.com/definition/logic.html) [relationships](http://www.businessdictionary.com/definition/relationship.html) with other activities in the [project](http://www.businessdictionary.com/definition/project.html), (3) [resource](http://www.businessdictionary.com/definition/resource.html) [consumption](http://www.businessdictionary.com/definition/consumption.html), and (4) an [associated](http://www.businessdictionary.com/definition/associated.html) [cost](http://www.businessdictionary.com/definition/cost.html). Often used as an alternative term for [task](http://www.businessdictionary.com/definition/task.html).

[Learn more about action planning](https://files.secureserver.net/0shR8krrQ33OTU)Example:Macintosh HD:Users:mbouligny:Desktop:a_Nonprofit_WBS.gif- ***Resources Needed:*** Consider what resources are needed for each activity. This may include financial resources as well as specific supplies like, markers, or paper. Do they need to be purchased with grant funds? Will they be donated by local businesses? Are the specific amounts in the initial budget request still correct? If not, what changes are needed? - You will complete one Detailed Action Plan per strategy. | APPImplementation Plan Excel ToolApproved Strategic PlanStrategy Expertise, guidelines [Learn more about action planning](https://files.secureserver.net/0shR8krrQ33OTU) |
| Example Milestone TimelineTab 10 |
| Project Activity Milestone TimelineTab 11 | As many as you need | **-** Action planning is the planning that guides your day-to-day work. Without a strategic framework you don’t know where you are going or why you are going there. And then, it doesn’t really matter how you get there! But without an action plan, it is unlikely that the strategic plan will make an impact.The toolkit that deals with an Overview of Planning will help you to see how action planning fits into the overall planning process. The toolkit on strategic planning will help you prepare for action planning. The toolkit on monitoring and evaluation will help you to expand on the process of monitoring and evaluation once you have carried out your activities. Good action planning, located within a clear strategic framework, helps your project or organization to make a significant impact. | APPImplementation Plan Excel ToolApproved Strategic PlanStrategy Expertise, guidelines  |
|  |  |  |  |