

# ORGANIZATIONAL READINESS ASSESSMENT SCALE CFRA INTEGRATION OF MENTAL HEALTH AND FAMILY- STRENGTHENING ORGANIZATIONS INITIATIVE

This assessment scale has been adapted from the Readiness Scale developed by Kirk Strosahl, PhD for use in systems-change in primary care environments integrating primary behavioral health care. These questions have been validated as significant predictors of performance and ability to achieve outcomes and effect change. The fewer items that are marked as completely done, the less ready the organization is to move ahead with systems-change. It can and should be given prior to effecting change, during the implementation phase and at annual or 6 month intervals to identify areas of success as well as concern. It should be given to as many internal stakeholders (staff) as possible from Management to direct care, clerical and billing staff.

Name: \_\_\_\_\_ Optional. Date: \_\_\_\_\_

Family Strengthening (FS) and Family Resource Center (FRC) Model Implementation: Assessment of Organizational Readiness to Succeed:

Use a rating scale of 1=low success and 5 = high success to assess your organization’s current level of success for resolving all issues within each of the domains below. Simply circle the numeric rating that best describes your organization’s current success level on each task.

## **1) Political and Organizational ISSUES**

### SUCCESS RATING

- |   |                           |
|---|---------------------------|
| • Insure senior level management ratifies strategic vision  | <i>Low 1 2 3 4 5 High</i> |
| • Involve key internal stakeholders   | <i>Low 1 2 3 4 5 High</i> |
| • Involve internal “opinion leaders” at various levels  | <i>Low 1 2 3 4 5 High</i> |
| • Link with key external stakeholders (clients, healthcare, County, other CBOs)   | <i>Low 1 2 3 4 5 High</i> |
| • FS/FRC discussions with county mental health/MHSA to create buy-in for change   | <i>Low 1 2 3 4 5 High</i> |
| • Address philosophical resistance to providing MH services in FS/FRC   | <i>Low 1 2 3 4 5 High</i> |
| • Provide preparatory workshops/trainings to increase understanding of MH services and prioritize areas for skill development | <i>Low 1 2 3 4 5 High</i> |
| • Identify teams/units/individuals most ready for change  | <i>Low 1 2 3 4 5 High</i> |
| • Involve skeptics in design and development process  | <i>Low 1 2 3 4 5 High</i> |

Now add your scores together and divide by the 9 questions for the average readiness rating in 1) Political and Organizational Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.

SCORE: \_\_\_\_\_

## **2) Core Program Philosophies ISSUES**

### SUCCESS RATING

- |  |                           |
|--|---------------------------|
| • Support/effect cultural competence among service providers   | <i>Low 1 2 3 4 5 High</i> |
| • Adopted a client-centered, population-based service philosophy   | <i>Low 1 2 3 4 5 High</i> |
| • Aim to create a seamless delivery system at the FS/FRC   | <i>Low 1 2 3 4 5 High</i> |
| • Emphasis consistent services across teams and sites  | <i>Low 1 2 3 4 5 High</i> |
| • Work to reduce stigma of mental illness  | <i>Low 1 2 3 4 5 High</i> |
| • Identified both horizontal as well as vertical MH and Recovery Resources in a tiered or stepped community-wide or internal model | <i>Low 1 2 3 4 5 High</i> |
| • FS/FRC service delivery is based in a well documented administrative   |                           |

- |   |                           |
|---|---------------------------|
| process and structure   | <i>Low 1 2 3 4 5 High</i> |
| • Implement an evidence-based care approach to services                     | <i>Low 1 2 3 4 5 High</i> |
| • Develop a sustainable model for diverse county and collaborative partners | <i>Low 1 2 3 4 5 High</i> |
| • Service design is feasible to implement and operate                       | <i>Low 1 2 3 4 5 High</i> |
| • Embed MH and Recovery services in a team approach to all FS/FRC services  | <i>Low 1 2 3 4 5 High</i> |

Now add your scores together and divide by the 11 questions for the average readiness rating in 2) Core Program Philosophies Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.  
SCORE: \_\_\_\_\_

### 3) Financing Strategies

ISSUES	SUCCESS RATING
• Develop a sustainable budget strategy	<i>Low 1 2 3 4 5 High</i>
• Create or streamline mechanisms for collecting revenues	<i>Low 1 2 3 4 5 High</i>
• Continue to identify sources of revenue for integrated services at FS/FRC	<i>Low 1 2 3 4 5 High</i>
• Evaluate benefit design and change as needed	<i>Low 1 2 3 4 5 High</i>
• Identify methods of risk sharing with partners	<i>Low 1 2 3 4 5 High</i>
• If applicable, develop agreements for distribution of cost savings	<i>Low 1 2 3 4 5 High</i>
• Target barriers such as housing and client support for more intensive problem Solving and partnerships	<i>Low 1 2 3 4 5 High</i>

Now add your scores together and divide by the 7 questions for the average readiness rating in 3) Financing Strategies Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.  
SCORE: \_\_\_\_\_

### 4) Program Mission, Scope and Tactics

ISSUES	SUCCESS RATING
• Update or create a written plan of operation	<i>Low 1 2 3 4 5 High</i>
• Define scope of services and overlap for continuous care with other programs	<i>Low 1 2 3 4 5 High</i>
• Identify range of services provided and eligibility criteria (if any)	<i>Low 1 2 3 4 5 High</i>
• Describe clinical, team and community roles and expectations	<i>Low 1 2 3 4 5 High</i>
• Clarify populations eligible (if limited) for services and detail any excluded services	<i>Low 1 2 3 4 5 High</i>
• Generate triage for critical or crisis situations and referral and follow-up criteria for outside services	<i>Low 1 2 3 4 5 High</i>

Now add your scores together and divide by the 6 questions for the average readiness rating in 4) Program Mission, Scope and Tactics Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.  
SCORE: \_\_\_\_\_

### 5) Administrative Infrastructure

ISSUES	SUCCESS RATING
• Create/update a policies and procedures recovery services manual	<i>Low 1 2 3 4 5 High</i>
• Specify reporting and supervisory relationships	<i>Low 1 2 3 4 5 High</i>
• Address relationships and communication	<i>Low 1 2 3 4 5 High</i>

- Clarify administrative and staffing roles and requirements *Low 1 2 3 4 5 High*
- Be certain that the service-capture and billing system is operable and will accept the change *Low 1 2 3 4 5 High*
- Identify roles of different disciplines/collaborations and shared space (if any) *Low 1 2 3 4 5 High*
- Review/create staffing and services schedules for maximum access to the community *Low 1 2 3 4 5 High*

Now add your scores together and divide by the 7 questions for the average readiness rating in 5) Administrative Infrastructure Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.

SCORE: \_\_\_\_\_

## 6) Training

ISSUES	SUCCESS RATING
• Agree to necessity of skill based training	<i>Low 1 2 3 4 5 High</i>
• Offer workshops and training sessions (consider start-up grant)	<i>Low 1 2 3 4 5 High</i>
• Create training champions. If more than one, they will meet together and provide in vivo training to their teams	<i>Low 1 2 3 4 5 High</i>
• Use a best practices/evidence-based approach to training targets/goals	<i>Low 1 2 3 4 5 High</i>
• Use the service manual as key training tool	<i>Low 1 2 3 4 5 High</i>
• Agree to make training, mentoring and skill development available over time (on-going)	<i>Low 1 2 3 4 5 High</i>
• Employ structured case discussions	<i>Low 1 2 3 4 5 High</i>

Now add your scores together and divide by the 7 questions for the average readiness rating in 6) Training Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.

SCORE: \_\_\_\_\_

## 7) Performance Indicators

ISSUES	SUCCESS RATING
• Describe costs and outcomes of integrated recovery care	<i>Low 1 2 3 4 5 High</i>
• Measure whether population care target numbers are met (tracking ethnicity?)	<i>Low 1 2 3 4 5 High</i>
• Assess consumer satisfaction and use findings to inform program	<i>Low 1 2 3 4 5 High</i>
• Assess staff/provider/partner satisfaction and use findings to inform program	<i>Low 1 2 3 4 5 High</i>
• Analyze MH and Recovery services accessibility and penetration rates	<i>Low 1 2 3 4 5 High</i>
• Describe the problems/service needs of clients and the degree of match with services and MH/Recovery care received	<i>Low 1 2 3 4 5 High</i>
• Use performance indicators as core management tools	<i>Low 1 2 3 4 5 High</i>
• Develop team and individual provider performance profiles (include cultural competence)	<i>Low 1 2 3 4 5 High</i>
• Track client outcomes and analyze program, provider(s), self-care, etc. Identify Strengths that can be shared/replicated to inform evidence-based care	<i>Low 1 2 3 4 5 High</i>

Now add your scores together and divide by the 9 questions for the average readiness rating in 7) Performance Indicators Readiness. Individual ratings below (3) identify a problem area(s) for attention. Overall ratings of (3) or less signifies a larger, specific problem area or challenge.

SCORE: \_\_\_\_\_

**Now, add your scores from all 7 areas and divide by 7 for an overall Readiness Rating for your organization. Anything less than (3) indicates more work should be done on that specific task/area/issue prior to implementing systems change. You can track scores from the 7 areas below:**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_
- 6) \_\_\_\_\_
- 7) \_\_\_\_\_

**Total: \_\_\_\_\_, divide total by 7 to provide OVERALL READINESS SCORE: \_\_\_\_\_**