


Champions of NIV Implementation

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Topics we will discuss

- What is a champion?
- How do champions promote effective implementation?

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Examples of Implementation Challenges

- Overcoming inertia and resistance to change
- Securing necessary resources
- Allocating necessary time
- Implementing the intervention as designed
- Documenting/demonstrating implementation progress and outcomes

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What is a champion?

A champion is an individual who is “the face” of an implementation effort—one “who dedicate[s] themselves to supporting, marketing, and driving through an implementation, overcoming indifference or resistance that the intervention may provoke in an organization” (Powell et al., 2015).

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Champions vs. Opinion Leaders vs. External Consultants

Champion	Opinion Leader	Consultant / Change Agent
An organizational member who takes an active role in implementing a new intervention or change, influencing beliefs about that intervention / change	An organizational member who has the general ability to influence the beliefs of other individuals (i.e., about multiple topics or issues)	An individual who is an “outsider” to the organization with specialized skills for implementing an innovation and promotes adoption of the innovation
A team of champions (physician, nurse, RT) who are “the faces” of NIV implementation in the hospital	The Chief of Pulmonology whose beliefs and words are influential among clinicians in the hospital	A quality improvement specialist within a health system who consults with a hospital on PDSA cycles and redesigning workflows

NOTE: Although an opinion leader could serve in a champion role, opinion leaders are not necessarily champions, and vice versa.

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What is a champion? (cont.)

- A champion ...
- Is an organizational member, not an external agent/consultant
 - May hold one of various types of organizational roles (e.g., physician, nurse, respiratory therapist, administrator)
 - May (or may not) be formally appointed by leadership to serve as a champion
 - Actively participates in leading an implementation effort or change initiative
 - Engages with their peers
 - Serves as a bridge between stakeholder groups
 - Works to overcome inertia and resistance to change

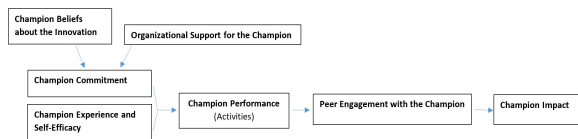
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Selected Questions about Champions

- Which characteristics and experiences are important when selecting champions?
- What types of organizational support do champions need to perform the champion role effectively?
- Which activities should champions perform, and when should they perform them?
- How do champions affect implementation outcomes?

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A Model of Champion Impact



Shea, CM. A Conceptual Model to Guide Research on the Activities and Effects of Innovation Champions. *Implementation Research and Practice*
<https://journals.sagepub.com/doi/full/10.1177/154288531985443>

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Champion Commitment

Willingness to perform the champion role

- Allocate time to the champion activities
- Dedicate effort to champion activities
- Use reputation and relationships to promote NIV implementation

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Champion Experience and Self-Efficacy

Experience with and perceived ability to (1) use the innovation and (2) lead organizational change

- **Prior Experience**
 - With NIV
 - Leading organizational change
- **Perceived Self-Efficacy**
 - Knowledge about NIV
 - Skills needed to use NIV effectively
 - Skills needed to perform the champion role effectively

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Organizational Support for the Champion

Champion's perceptions about how well their organization will support them

- Provide clear expectations for the champion
- Recognize/reward the champion
- Delegate authority (formally or informally through individuals with formal authority)
- Allocate necessary time and resources for the champion role
- Provide access to mentorship and/or external consultants

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Implementation Phases

Pre-Implementation

- Raising awareness
- Building knowledge
- Planning for implementation

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Implementation

- Connecting to other initiatives
- Monitoring utilization
- Troubleshooting
- Training

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Sustainment

- Ongoing monitoring
- Aligning with new opportunities

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Champion Performance (Activities)

Activities performed and the quality with which they are performed

Pre-implementation

- Communicate need for and benefits of NIV
- Build relationships with key stakeholders (e.g., clinical opinion leaders, IT, administrative staff)
- Develop implementation plan
- Secure needed resources

Implementation

- Organize training and support
- Coordinate activities across groups/units
- Communicate feedback about NIV
- Model effective teamwork and use of NIV
- Troubleshoot problems
- Document/monitor use of NIV

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COPD Collaborative Champion Expectations Checklist

During Year 1 of Collaborative:

- Post flyers for 1-hr training & surveys
- Email peers the provided email template regarding the 1 hr online training and the surveys
- Encourage peers to complete the 1-hr online training
- Encourage peers to complete the surveys (15-20 min maximum)
- Schedule monthly meetings with COPD Collaborative Research Team
- Attend appropriate webinars
- Encourage peers to attend appropriate webinars
- Email Peers about the webinars
- At 6 and 12 months reach out to new hires to encourage them to complete the 1-hr online training

One year after the training

- Encourage peers to complete the surveys at 1 year after they complete the training
 - o We can help by providing a list of when individuals completed the training

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Peer Engagement with the Champion

Extent to which peers buy in to the champion's vision and follow the champion's lead in the implementation effort

PRE-IMPLEMENTATION

- Innovation-user perceptions about the champion
 - Enthusiasm about NIV and its implementation
 - Ability to engage the right people
 - Trustworthiness
 - Reliability
- Innovation-user perceptions about the innovation
 - Evidence Strength (guidelines recommend NIV)
 - Relative advantage (compared to mechanical ventilation)
 - Compatibility (e.g., with how work is done)
 - Complexity (e.g., compared to mechanical ventilation)
 - Innovation-values fit (e.g., with the approach to patient care)

IMPLEMENTATION

- Innovation-user perceptions about the champion
 - Same as the pre-implementation phase
 - Persistence during implementation
- Innovation-user participation in implementation activities
 - Trainings
 - Feedback to the champion

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Champion Impact

Effect of the champion on implementation outcomes

PRE-IMPLEMENTATION

- *Acceptability:* Do clinicians believe that NIV is a good intervention for patients?
- *Feasibility:* Do clinicians think that NIV is practical?
- *Organizational readiness for change:* Is there collective willingness and ability to use NIV?

IMPLEMENTATION

- *Implementation climate:* Is NIV expected, supported, and recognized/rewarded?
- *Penetration:* Are all intended clinicians using NIV?
- *Reach:* Are all patients who should be receiving NIV receiving it?
- *Fidelity:* Are NIV protocols being followed appropriately?

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Collaboration Among Champions

What are some ways that champions can work together?

Check in with each other

- Identify areas in which each champion may need help
- Share lessons learned about the champion role

Maximize the collective benefit of your champion effort

- Opinion leaders' messages reach all groups (e.g., physicians, RTs, nurses)
- A pulmonologist to serve as a champion of all the champions
- "Bridges" reach all groups (e.g., connections made with health system leadership, IT staff)
- Collaborative workflow redesign

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Benefits of the Champion Role

- Leadership skills for future initiatives
- Reputation as a leader
- Recognition and reward (e.g., promotion)

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