Appendix 6: Environmental Readiness Assessment

Interviewer: Definitions

Structure: Those aspects of the organisational infrastructure having to do with how decisions are made, staffing practices, workload patterns, physical facilities and resource availability

Workplace culture: The overall nature of the organisation: (a) how we think things should be done; (b) what is seen as important to focus on, allocate resources to; and (c) what we aspire to base the philosophy, values, vision and mission on – as they are expressed in day-to-day activities

Communication systems: All of the formal and informal processes that are in place to enable information exchange

Leadership support: The extent to which management at all levels and others with influence in the organisation are prepared to enable changes in the system related to clinical practice and quality of care issues

Knowledge, skills and attitudes of the potential target group: The knowledge, skills, general views and belief systems of the potential target group that relate to change, evidence-based practice and clinical nursing excellence. This will affect motivation toward adoption of new ideas and practices.

Resources: Financial, human or in-kind requirements necessary to achieve the objectives of CEBPARAC

Interdisciplinary relationships: The behaviours, types of interactions and ways of making decisions demonstrated among and between disciplines that will be involved in, or affected by, the CEBPARAC project

Interviewer: Setting the scene

The organisational context has a significant effect on the implementation of projects such as CEBPARAC. This measure will assess eight elements believed to support implementation.

Element	Question	Responses
Structure	• How are decisions made in your facility? • To what extent does decision-making occur in a decentralised manner? • Are there forums for resolution of clinical issues? • How do clinical resource decisions get made? • What are the general staffing patterns related to staff mix? • Is there enough staff to support the change process?	
Workplace Culture	• What are the values, attitudes and beliefs of the practice environment? • Is there a belief in excellence in clinical practice? • Is there a desire to focus on evidence-based practice? • Is there a movement to be a leader in nursing excellence? • To what extent is the project consistent with the values, attitudes and beliefs of the practice environment? • To what degree does the culture support change and value evidence? • To what extent is palliative care valued?	

Element	Question	Responses
Communication	• What are the formal and informal processes that are in place to enable information exchange? • What formal communication systems are there for addressing clinical issues? For initiating change at the clinical level? • Are there forums and/or venues available for informal discussions to take place related to clinical issues? • Are results from these discussions taken anywhere? • Are there adequate (formal and informal) communication systems to support information exchange relative to the project and the implementation processes? • Are there opportunities for cross-discipline communication?	
Leadership	• Does management at any level express the desire to promote evidence-based practice, and a palliative approach in particular? • Are there known influential champions in the organisation who speak out for quality and clinical excellence? • To what extent do the leaders within the practice environment support (both visibly and behind the scenes) the implementation of the project?	

Element	Question	Responses
Knowledge, skills and attitudes of target group	• Does the staff have the necessary knowledge and skills to implement a palliative approach? • Does staff have a positive attitude to new initiatives? • Is it easy to talk about change to staff? • Has staff been successfully supported through change in the past? • Which potential target group is open to change and new ideas? • To what extent are they motivated to implement the project?	
Commitment to quality management	• Do quality improvement processes and systems exist to measure results of implementation? • What are these?	

Element	Question	Responses
Availability of resources	• Are the necessary human, physical and financial resources available to support implementation?	
Interdisciplinary relationships	• Are there positive relationships and trust between the disciplines that will be involved or affected by the project? • Are there teams of professionals from a variety of disciplines who regularly work together on issues? • Are their opportunities for cross-discipline communication? • Is there role clarity across the disciplines in relation to palliative care?	