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SAMHSA
Substance Abuse and Mental Health
Services Administration

Pacific West Hub
Mental Health
Implementation Support

Introductions

Session Goals:

Define & Discuss

- Practice change models
- Principles for sustainment
- Your experiences
- Implementation support

Identify

- Factors influencing implementation (aka contextual determinants)
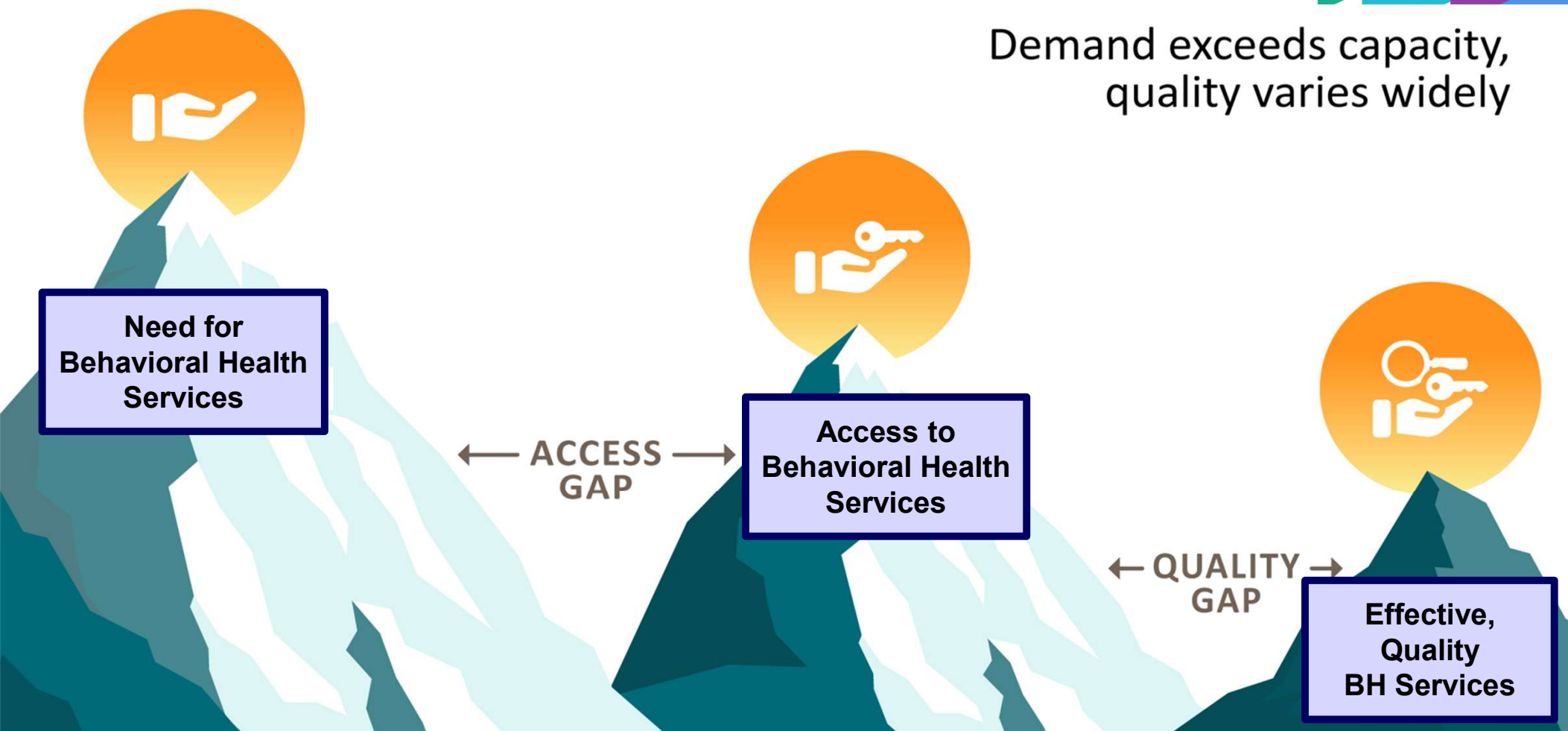- How examining these can support our goal of advancing equity

Learn & Connect

- Practical resources and tools
- Enhance planning for effective change that lasts
- CMHIS & Hub opportunities

Inequities in behavioral health systems

Demand exceeds capacity, quality varies widely

Need for Behavioral Health Services

← ACCESS GAP →

Access to Behavioral Health Services

← QUALITY GAP →

Effective, Quality BH Services

Common Implementation Challenges

Effective Intervention + **NOT Implemented** = **Poor Outcomes**

Effective Intervention + **Ineffective or Insufficient Implementation** = **Inconsistent, Unsustainable or Poor Outcomes**
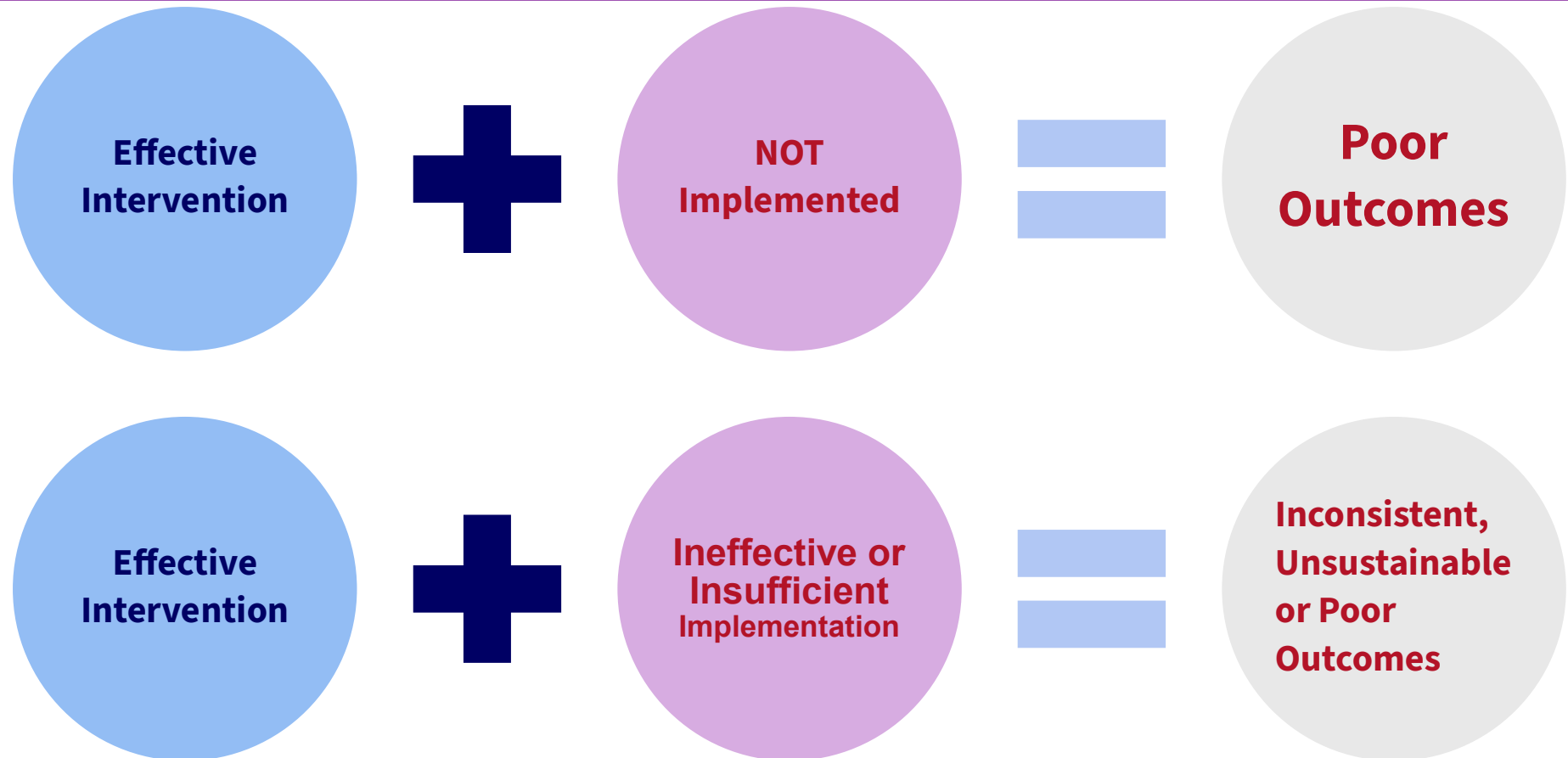
WHY

Challenges to Effective Services

People deserve high-quality, effective care

Practice and organizational change is hard
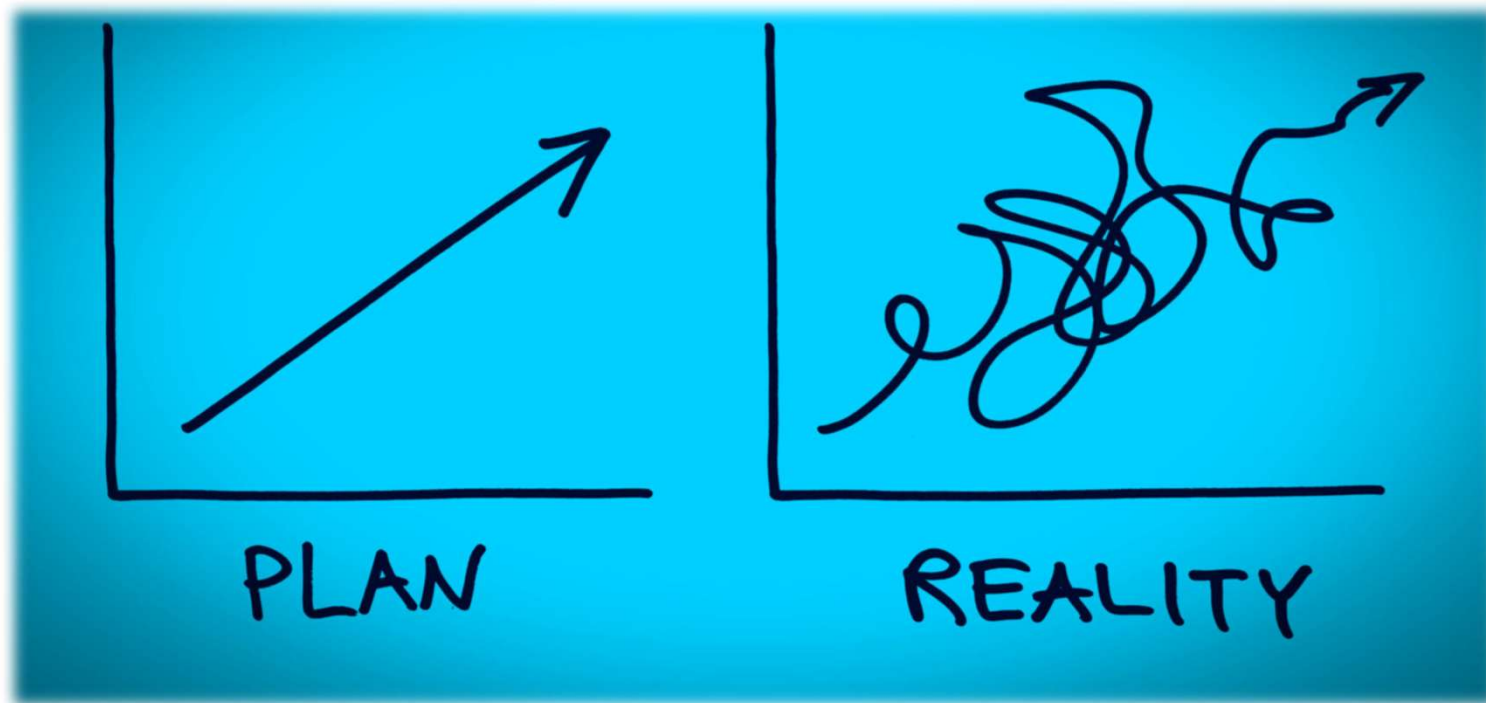
Most training and TA is light-touch

Did you ever implement a new practice or program, *and it didn't go as planned?*

Themes? Commonalities?

Staff Skills & Bandwidth	**Leadership & Policies**	**Resources & Infrastructure**
Workflows & Documentation	**Engagement with Clients**	**Coordination & Systems**
Geography & Logistics	**Data & Measurement**	**Context & Change Fatigue**

How Implementation Support Can Help

- Prepare for, implement, and sustain effective practices and programs

- Focus on real-world settings

Bring the 'how' of practice change

- Demonstrated to increase effectiveness

- More likely to succeed and be sustained

Provide targeted and intensive support

- Tailored, equitable approach to your settings and communities

- Resources, consultation and core topic supports

Listen, partner with you, navigate path

**Pacific West Hub
Mental Health
Implementation Support**

CMHIS & Hub Overview

CMHIS provides support for organizations and systems on how to implement effective practices to deliver the best mental health care.

Implementation Science

Study of processes and factors related to successful integration of effective practices within a particular setting:

- ➢ How to get effective practices into routine settings so more people can receive the best care
- ➢ How to maintain the success of practices and programs

Implementation Outcomes

- Two types of outcomes
  - **Effectiveness**
    - Was there clinical improvement (e.g., reduction in depression symptoms)?
  - **Implementation**
    - How many people received the services?
    - How aligned is the program with the original practice that clinicians were trained on?
    - How much does the program cost?
- Why assess implementation outcomes?
  - Identify reasons for the program's success or failure
  - Address variability across sites or settings
  - Tailor implementation support

McGinty et al. (2024). *Integrating implementation outcomes into effectiveness studies guide*. www.hd2arasc.org/implementation-guides-and-measures

The Building Blocks of Practice Change:
8 Core Topics

Preparing **Implementing** **Sustaining**

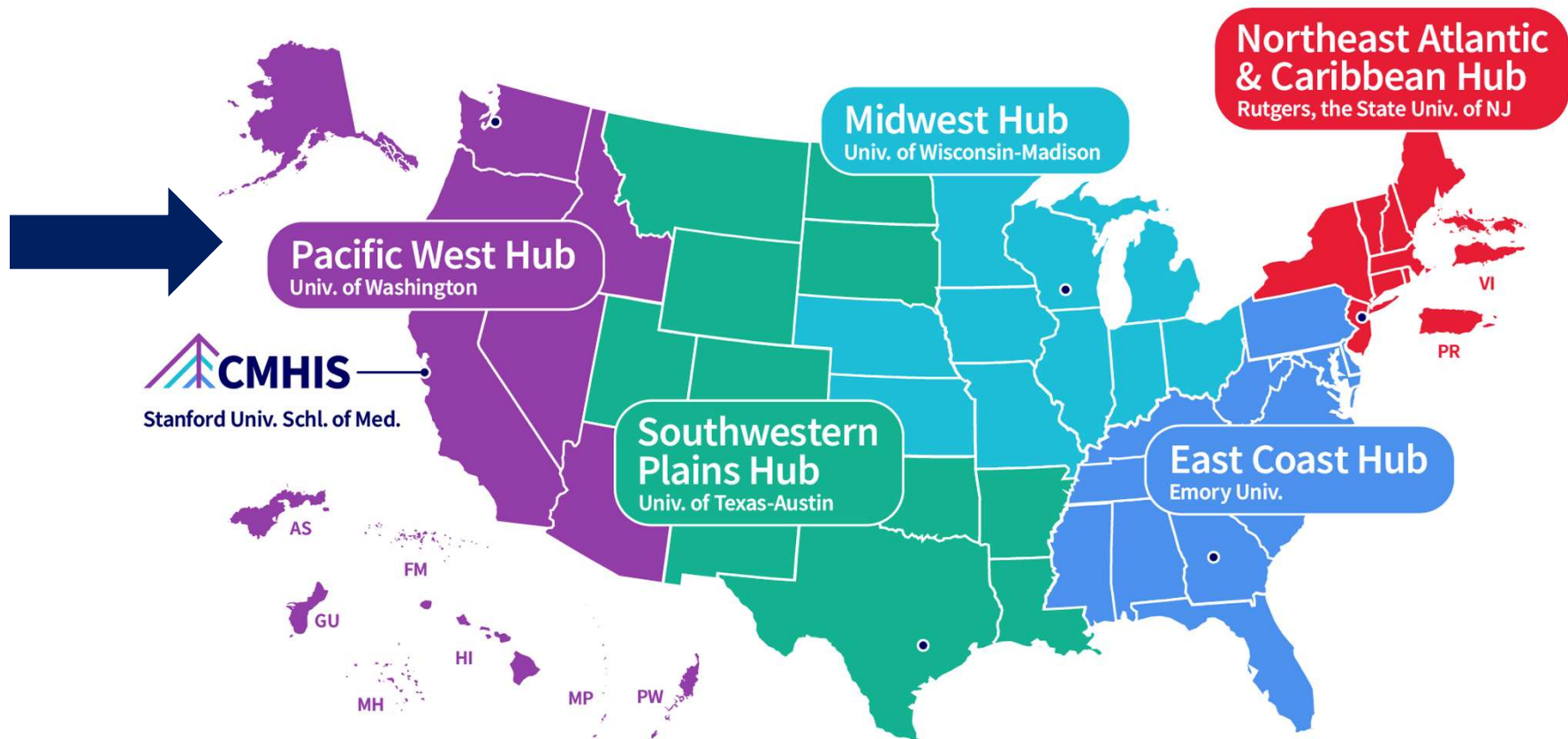|							
Engaging the community and assessing their needs	Identifying **Factors that influence implementation**	Deciding what support is needed to implement: **Implementation strategies**	Using clinical progress to guide treatment: **Measurement- based care**	Marketing programs and services: **Communications and Social Marketing**	Using data to improve service delivery: **Continuous quality improvement**	Evaluating outcomes: **Program evaluation**	**Sustaining service delivery**

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Our Audiences

Audience groups & roles	Examples
System leaders and healthcare administrators, i.e., decision-makers	Behavioral health organization directors/CEOs, healthcare organizations, school districts, county/city
Roles responsible for leading implementation efforts	Managers, clinical directors, program directors, program coordinators, quality control officers
Policymakers and funders	State departments, tribal governments, county governments/departments, city governments
Organizations providing training and technical assistance	CMHS and other mental health-related TA Centers

- *Grantees funded by SAMHSA's Center for Mental Health Services, and*
- *Organizations that oversee or directly provide mental health services*

CMHIS and Our Five Bi-Regional Hubs

Pacific West Hub for Mental Health Implementation Support

What We Do as Hubs

Provide targeted and intensive implementation support,

leveraging the eight core topics

Build and maintain collaborative relationships in our bi-regional area, e.g.,

Advisory Board and National needs assessment

Develop a coordinated and integrated approach

for delivery of implementation support

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Pacific West Hub Mental Health Implementation Support

Pacific West Hub Co-directors

Lydia Chwastiak, MD, MPH
Christina Clayton, LICSW, SUDP

- Serves HHS regions 9 & 10

- Housed at University of Washington School of Medicine's Department of Psychiatry & Behavioral Sciences

- Extensive public behavioral health and clinical experience

CMHIS
Center for Mental Health Implementation Support

What we offer: Implementation Support

- **What we do:**
  - ✓ Support in preparing for, implementing, and sustaining effective mental health prevention, treatment, and recovery practices programs
  - ✓ Join at any stage of the implementation process
  - ✓ Assist organizations providing community-based services
- *What we can't do:*
  - × *Clinical training on specific practices/programs*
  - × *Direct aid to obtain a grant or funds to support organization or specific project*
  - × *Support to launch a new level of care (e.g., adding inpatient services)*
  - × *Help institutions or organizations that provide only residential/inpatient services*

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The Building Blocks of Practice Change:
8 Core Topics

Preparing	Implementing	Sustaining

| **Engaging the community and assessing their needs** | Identifying **Factors that influence implementation** | Deciding what support is needed to implement: **Implementation strategies** | Using clinical progress to guide treatment: **Measurement-based care** | Marketing programs and services: **Communications and Social Marketing** | Using data to improve service delivery: **Continuous quality improvement** | Evaluating outcomes: **Program evaluation** | **Sustaining service delivery** |

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Factors Influencing Implementation

Things that:

- **Support** (facilitators)

- **Get in the way of** (barriers), or

- **Inform efforts** to deliver & maintain over time.

Systems & Communities

People served by the practice or program

Practice or program

Organizations

People delivering the practice or program

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Factors Influencing Implementation

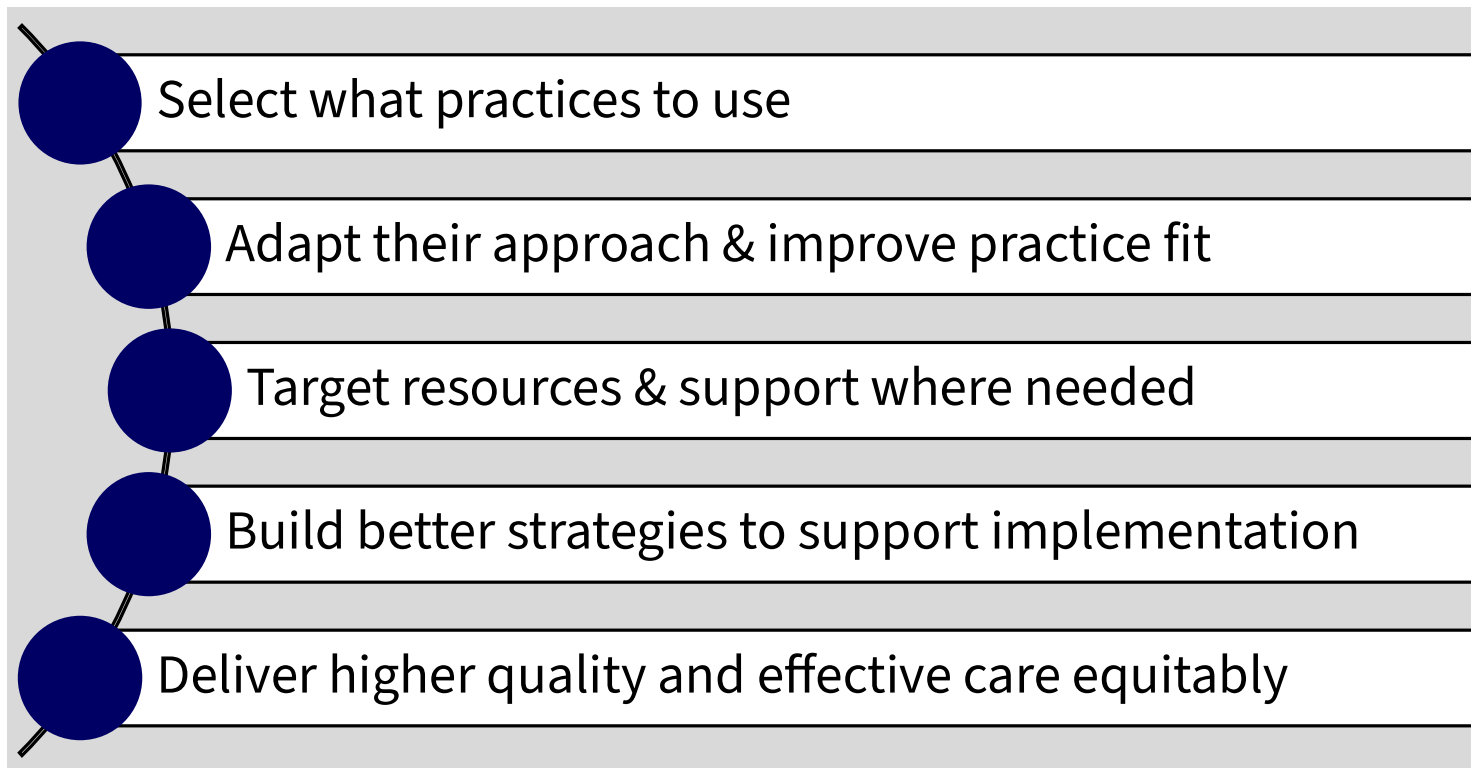| Practice or Program	People Served	People Delivering	Organizations	Communities & Systems
- What it is - Resources required - How well it works - How well it fits OR can be adapted	- Who they are - Needs, motivations, knowledge, and perspectives - How they interact with the providers or organizations	- Who they are - Needs, motivations, knowledge, skills, and perspectives - Relationships with their organization	- Leadership - Culture - Values - Priorities - Physical infrastructure - Staffing - Available services & supports	- Laws - Policies - Funding - Politics - Partnerships - Cultures - Values - Community Needs

Barriers

- Competing demands
- Lack of leadership support
- Inadequate staffing
- Lack of time
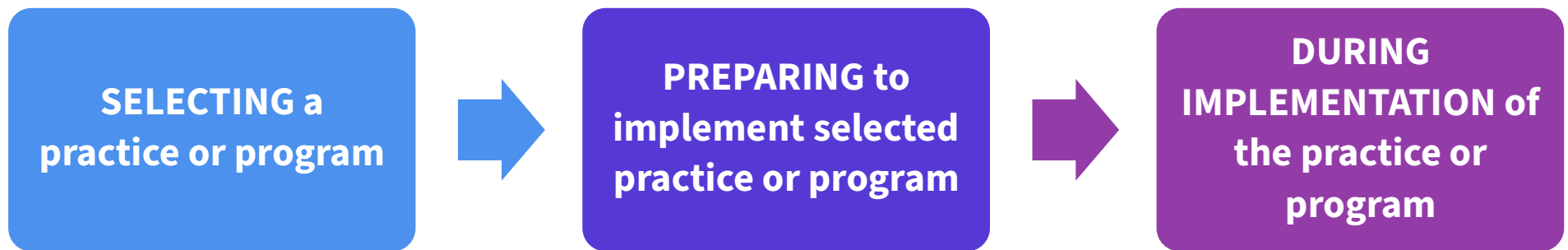- Absence of key resources

Facilitators

- External incentives or requirements
- Champions who advocate for change
- Staff support for the innovation
- High quality training
- Longitudinal support

Knowing about factors helps implementers and organizations

Select what practices to use

Adapt their approach & improve practice fit

Target resources & support where needed

Build better strategies to support implementation

Deliver higher quality and effective care equitably

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When to explore factors

SELECTING a practice or program	→	PREPARING to implement selected practice or program	→	DURING IMPLEMENTATION of the practice or program

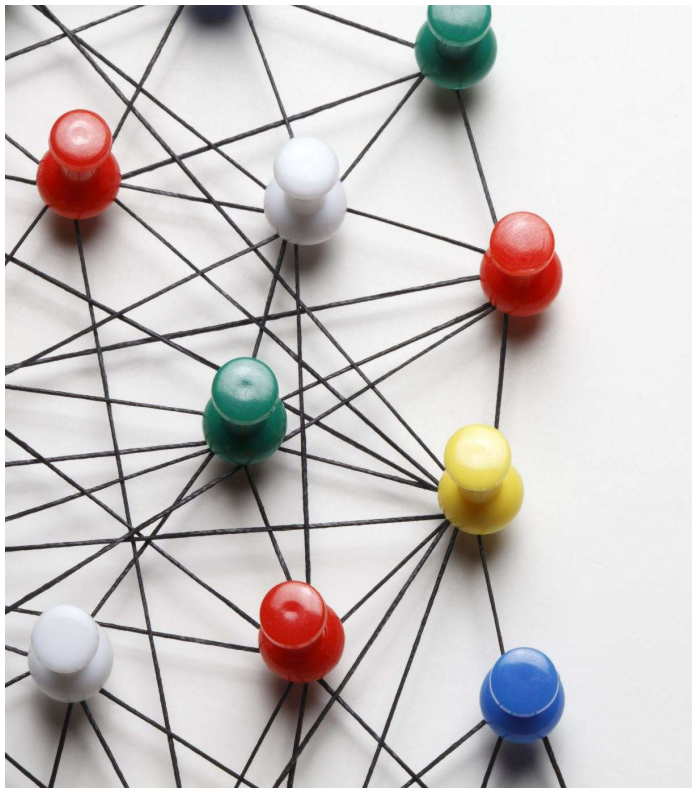CMHIS
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Prioritizing barriers

- Will be many to choose from; often too many to address at one time

- Helps decide on supports and adaptations that address the most critical challenges

- Use agreed upon criteria

Challenges

Identifying these factors, prioritizing them, and addressing them can be challenging because they can:
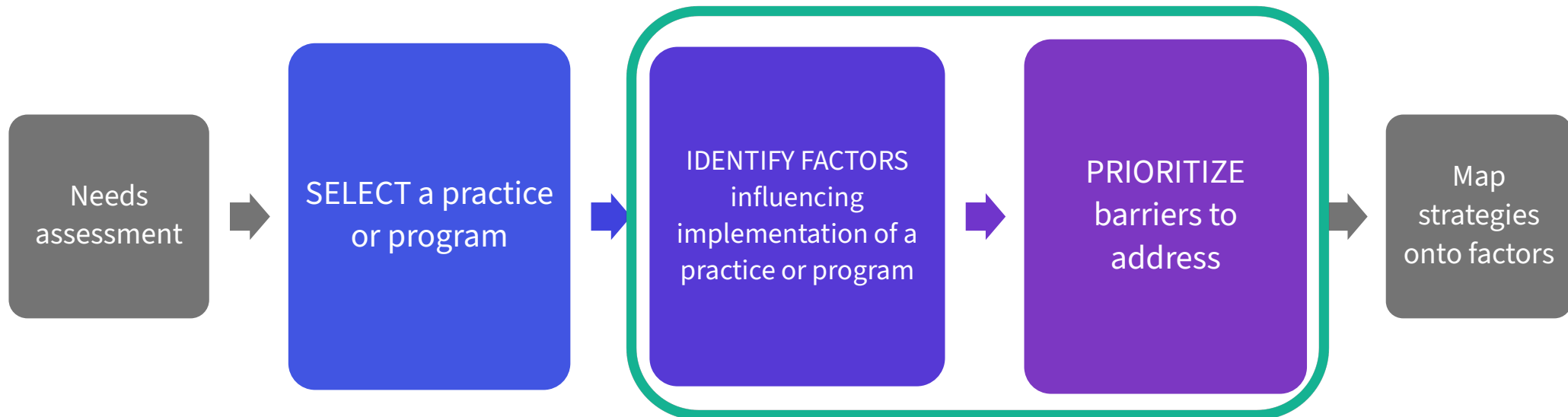
- ✓ Be complicated

- ✓ Occur at multiple levels of an organization or setting

- ✓ Change over time

- ✓ Interact with each other

Core Topic Activity:

Identifying Factors & Prioritizing Barriers

Factors Influencing Implementation

Needs assessment → SELECT a practice or program → IDENTIFY FACTORS influencing implementation of a practice or program → PRIORITIZE barriers to address → Map strategies onto factors

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Activity: Identify and Prioritize Barriers

- **New Practice:** Your organization will be using a new evidence-based screening & brief intervention program for trauma symptoms as part of intake and regular care**.** This tool will help identify trauma exposure and related symptoms, and have providers respond with a short, structured intervention.
- **Small groups (5-6):** the team at the organization responsible for launching this new practice
- **Spend 20 minutes on 2 tasks:**
  - Identify barriers and facilitators to implementing the screening and BI (10 minutes)
  - Prioritize top 3 barriers: which are the most important and accessible? (10 minutes)
- **Use handout** to review instructions, list barriers and facilitators and prioritize barriers –
- Need 1 notetaker & 1 person to **report out the 3 barriers your team would prioritize** to address during program planning

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Prioritizing Barriers

Criteria for prioritizing barriers	
Importance	Extent to which a barrier likely affects implementation of the practice
Addressability	The extent to which a barrier could be easily or conveniently addressed
Other criteria	
- Motivation or existing work to address barrier; - Alignment with organization mission and goals; - Frequency, Timing and Duration of time that barrier will likely affect implementation; - The extent to which a barrier contributes to inequitable outcomes .	

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Report Out and Discuss

Please share your top 3 prioritized barriers

- Did groups prioritize similar barriers?

- What helped your group make decisions on which barriers to prioritize? What else might have helped?

The Building Blocks of Practice Change:
8 Core Topics

Preparing **Implementing** **Sustaining**

Engaging the community and assessing their needs	Identifying **Factors that influence implementation**	Deciding what support is needed to implement: **Implementation strategies**	Using clinical progress to guide treatment: **Measurement- based care**	Marketing programs and services: **Communications and Social Marketing**	Using data to improve service delivery: **Continuous quality improvement**	Evaluating outcomes: **Program evaluation**	**Sustaining service delivery**

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Factors Inform Support Strategies

Align
With prioritized barriers

- *Increases success*

Select
In collaboration **w/ stakeholders, esp. providers**

- *Need their input*

Establish
Clear goals**,** outcomes**, & evaluation plan**

- *Did it work?*

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Resources & Tools

Center for Mental Health Implementation Support

About ⌄   Resources ⌄   Hubs ⌄   News   Contact ⌄   Sign in   **Sign up**

CMHIS provides support for organizations and systems on how to implement effective practices to deliver the best mental health care.

Curated resource library of identified & developing implementation science-based resources that are pragmatic, accessible and free to use:

- **Core Topic Overviews**
- **Infographics**
- **Tools and Measures**
- **Procedures and Guides**

Resource Library

We are excited to announce the launch of our Resource Library. This curated collection features practical, pragmatic, and accessible resources tied to our eight core topics to support the preparation, implementation, and sustainment of effective mental health practices and programs. We will continue to populate the Resource Library over the next few weeks, so please check back for updates.

Search for Text
Title/Description

Year Published
All Years

Contributor
All Contributors

Resource Type
All Types

Target Audience
All Audiences

Experience Level
All Levels

Keywords
All Keywords

Sort
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Submit

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Factors Influencing Implementation Infographic
Published: 2025
This infographic provides an overview of factors influencing implementation, their key components, and why they matter when implementing a new effective mental health practice. The...

Implementation Strategies Infographic
Published: 2025
This infographic provides an overview of implementation strategies, their key components, and why they matter when implementing a new effective mental health practice. The infographic...

Measurement-Based Care Infographic
Published: 2025
This infographic provides an overview of measurement-based care, its key components, and why it matters when implementing a new effective mental health practice. The infographic...

Community Engagement and Needs Assessment Infographic
Published: 2025
This infographic provides an overview of community engagement and needs assessment, their key components, and why they matter when implementing a new effective mental health...

National Repository of Patient-Reported Outcome Measures
Published: 2025
The National Repository of Patient-Reported Outcome Measures (PROMs) was identified and vetted by a national panel of experts on Measurement-Based Care (MBC). The PROMs are...

Program Evaluation Infographic
Published: 2025
This infographic provides an overview of program evaluation, its key components, and why it matters when implementing a new effective mental health practice. The infographic...

Center for Mental Health Implementation Support

Identifying Factors That Influence Implementation

About the Core Topic

Factors influencing implementation are things that inform, support (facilitators), or hinder (barriers) efforts to deliver effective practices and maintain them over time. They can include characteristics of the practice; the people involved; clinics, organizations, systems, and communities; and other factors. Understanding these facilitators, barriers, and other influences can be essential for deciding what practice to use for a specific mental health need, improving its fit for a setting and community, and making the practice work and last. Factors influencing implementation are sometimes referred to as barriers/facilitators or contextual determinants.

Key Components

Factors influencing implementation can be related to:

- **The practice:** What it is and the resources it requires; what is known about how well it works, and how well it fits or can be adapted for a specific setting and population.
- **People served by the practice:** This includes patients, clients, caregivers, and families. Who they are; their needs, motivations, knowledge, and perspectives; and how these interact with providers, practices, or organizations.
- **Individuals who deliver the practice:** Who they are; their needs, motivations, knowledge, skills, and perspectives; and their relationships with the people served by the practice and their organization.
- **Organizations:** How the organization as a whole works; leadership, staffing, culture, communication, values, priorities, relationships, and physical infrastructure (including technology); the organization's approach to and readiness for making changes; the other available services and supports; and how accessible they are. These factors apply to specific clinics or sites within organizations.
- **Systems and communities:** Factors outside the organization; laws, policies, funding, politics, partnerships with other organizations, cultures, values, and community needs.

Why This Topic Matters for Implementation

Understanding the factors influencing implementation can be useful when preparing for a new practice, implementing the practice, and sustaining its use. While preparing for a new practice, understanding these factors can help with (1) selecting what practice to use for an identified mental health need and community (including fit between the practice and community); and (2) deciding what support is needed to implement a new practice and address barriers to practice success. Once a practice is being used, monitoring these factors can help identify and address new challenges and needs to maintain its effectiveness and sustain it into the future. Identifying these factors, prioritizing them, and addressing them can be challenging because they can be complicated, occur at multiple levels of an organization or setting, and change over time—and they can interact with each other.

Key Resources

These practical resources are designed to help you move from planning to action.

- *The Hexagon: An Exploration Tool*. National Implementation Research Network.

- *Evidence-Based Strategy Selection Worksheet*. Ohio Community Guide State Team, Health Policy Institute of Ohio, and Ohio Department of Health.

- *Contextual Determinants Affecting Implementation: Qualitative Interview Guide*. Center for Dissemination and Implementation At Stanford (C-DIAS) and HEAL Data2Action Research Adoption Support Center (HD2A RASC).

- *Inventory of Factors Affecting Successful Implementation and Sustainment (IFASIS)*. Center for Dissemination and Implementation At Stanford (C-DIAS).

- *Prioritizing Implementation Barriers: Toolkit for Designing an Implementation Initiative*. University of Washington IMPACT Center and Optimizing Implementation in Cancer Control (OPTICC) Center.
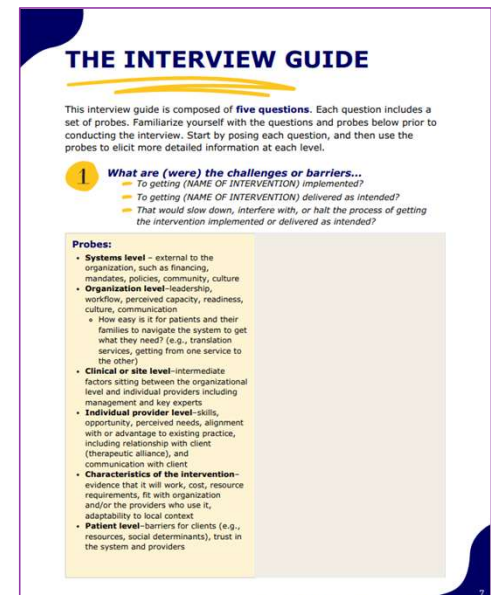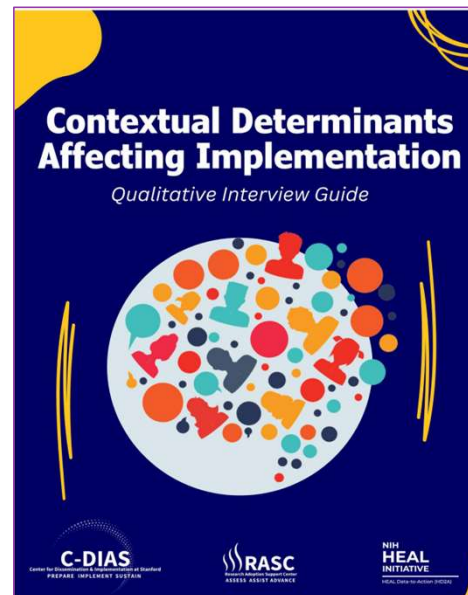
C-DIAS Qualitative Interview Guide

Selecting an EBP	Identifying Barriers & Enablers	Prioritizing Barriers

- 5-page pdf

- A practical, user-friendly, semi-structured interview guide

- Helps identify and understand the factors that may influence the implementation and sustainment of a practice

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Requesting Implementation Support

Connecting with our Hub
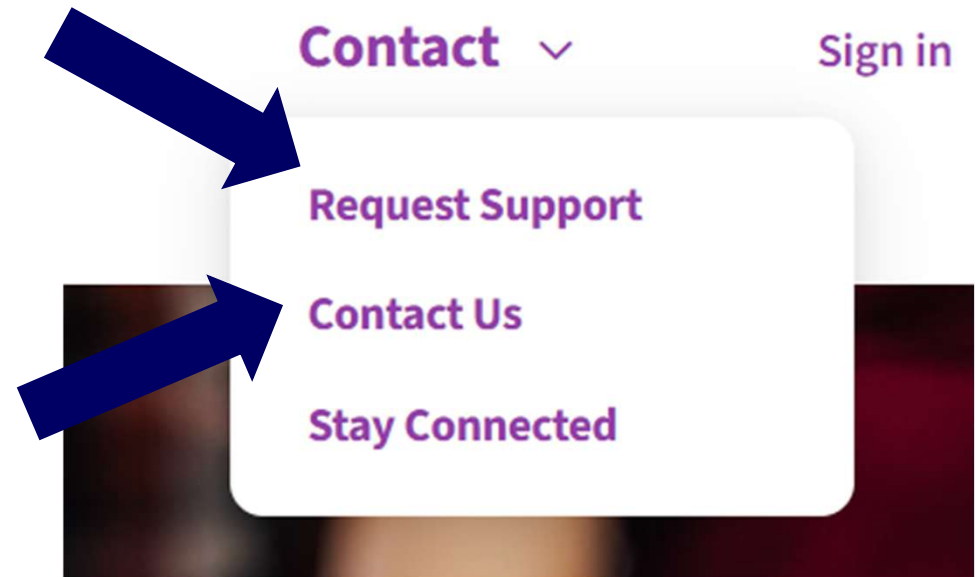
How to Connect with Us

Request Implementation Support:

- Inquiry for CMHIS
  or a bi-regional Hub

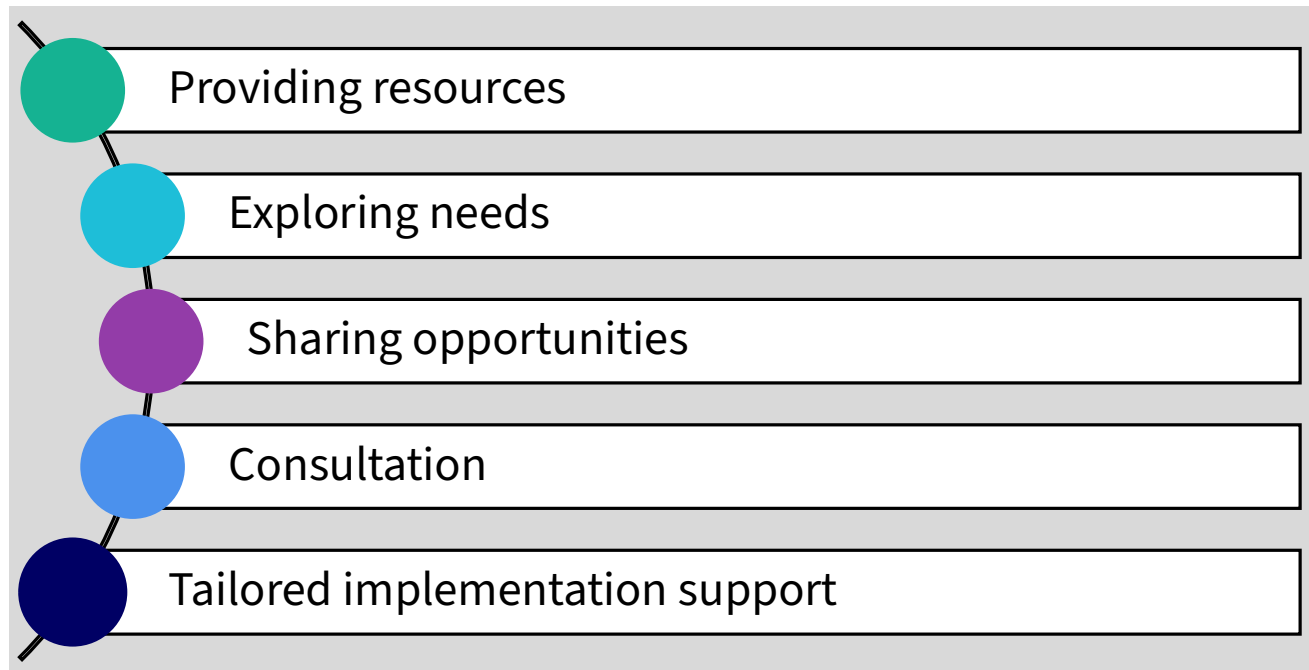**Contact Form:**

- If you have general questions

Contact ⌄   Sign in

Request Support

Contact Us

Stay Connected

Requesting Implementation Support

We're Responsive

You'll receive a response within a few business days.

Replies may include:

- Providing resources
- Exploring needs
- Sharing opportunities
- Consultation
- Tailored implementation support

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Examples of Implementation Support Projects

Sustaining ACT Model Fidelity Across Rural Communities

- **Implementation Support:** *Leadership Learning Collaborative, Quality Monitoring & Consultation*
- **Audience:** Mental health organization leaders in one state launching new fidelity measure for ACT
- **Resources:** *Sustainability workgroup materials*
- *GOAL: State Center of Excellence builds capacity and sustains regular fidelity monitoring*

Strategies to Enhance Community Voice in Mental Health Services

- **Implementation Support:** *Develop Implementation Blueprint, Facilitation with Stakeholders & Funders*
- **Audience:** *State managed care organizations and mental health leaders*
- **Resources:** *Engaging community & assessing needs AND Factors influencing implementation workgroup materials*
- *GOAL: Meaningful and effective engagement with community voice in service delivery*

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We can get stuck in any stage of change... and more than once along the journey

Preparing for

Implementing

Sustaining

Let's brainstorm:
Ideas, Needs, Opportunities

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Center for Mental Health Implementation Support

Implementing Effective Mental Health Services in Challenging Times

- **Who it is for:**
  - Managers, leaders, or supervisors
  - Implementers within organization

- **What you'll receive:**
  - Tools to drive meaningful change
  - Practical strategies to prepare for, implement, and sustain impactful practices
  - Dynamic, flexible experience
  - Combination of implementation science, expert insights, and peer learning

- **Timeline:**
  - *Brief Applications due* ==*Friday, June 20*==
  - Every other Thursdays 8-9am PT
  - Starts July 17th
  - 6 sessions, July-September

What We Do:
Let Us Know What You Need

Participate in our brief national needs assessment survey to:

- Understand your needs
- Develop impactful resources and services

SAMHSA-funded TA Centers: [Click here](#) or scan the QR code below!

Community-based organizations: [Click here](#) or scan the QR code below!

Revisiting our goals:

Define & Discuss

- Models
- Practices
- Experiences
- Implementation Support

Identify

- Factors
- Advancing equity

Learn & Connect

- Resources
- Planning tools
- Opportunities

Wrapping Up:
Questions, thoughts, suggestions?

Pacific West Hub for Mental Health Implementation Support

thank you

Let's Connect!

https://www.cmhisupport.org/hubs/pacific-west/

https://www.cmhisupport.org/register/

pacificwest@cmhisupport.org

https://www.linkedin.com/company/pacificwesthubofcmhis/

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