

Appendix J**Implementation and Action Planning Tool (A3)**

Problem/Evidence (summary of problem, synthesis of evidence)		Implementation (Educate, Execute)
Goal		
SMART Goal aligned with Strategic Priority:		
Key Accomplishments using Translation Framework:		
Timeline/Milestones (Gantt)	People (Engage)	
	Project Leader: Working Group: Collaborating Groups: Impacted Groups: Sponsor:	
Metrics Progress (Evaluate)		
Risk and Risk Mitigation Strategy		
Risk	Risk Mitigation Strategy	Status

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Work Breakdown Structure (refer to the Timeline/Milestones section of A3 and provide details for each phase of the implementation framework)							
Due Date	Task	Dependencies	Accountable Person(s)	Status	Planned Completion	Actual Completion	Resource
Sustainability Plan (Endure)							
What are the potential barriers to project sustainability?	What are some mitigation strategies for the potential obstacles?	What additional resources may be needed to support the project?	What additional training may be required?	What responsibilities need to be assigned?	To whom will these responsibilities be assigned?	Are there any additional metrics/outcomes that need to be collected/measured?	How frequently will you monitor and review your outcomes?

Instructions for the Implementation and Action Planning Tool (A3)

Problem/Evidence (summary of problem, synthesis of evidence)		Implementation (Educate, Execute)	
<i>Establish the problem being solved using national, organizational, and local data. Provide citations. Establish the process measures and patient outcomes that require improvement. Synthesize the evidence around the intervention that will be implemented and how the intervention will address the process measures and patient outcomes identified as problems. Provide citations.</i>		<i>Note the implementation framework chosen for project translation</i> <ul style="list-style-type: none"><i>May list phases of the framework here</i><i>Also, may list tools used, such as PDSA</i>	
Goal			
SMART Goal aligned with Strategic Priority: <i>The goal should reflect an improvement in the problem identified. Establish how the project can address the process measures and patient outcomes identified as problems. Record what the team hopes to accomplish by implementing the change(s). These can be high-level statements used to inform the measurement plan and implementation. When available, the goal should address the organization's broad strategic priority.</i>			
Key Accomplishments using Translation Framework: <i>Identify each component of the translation framework and the significant accomplishments in each component; identify the stakeholders accountable for each component (the identified stakeholders should be reflected in the People section of the A3). The WBS should go into more detail on how key accomplishments will be completed. The A3 and WBS should go hand in hand and be reflective of each other.</i>			
Timeline/Milestones (Gantt)		People (Engage)	
<i>Identify each component of the translation framework and provide a high-level timeline based on the critical accomplishment section of the A3.</i>	Project Leader: <i>The student or the accountable person/group responsible for the project implementation</i>		
	Working Group: <i>The stakeholders doing the work</i>		
	Collaborating Groups: <i>The stakeholders who are working with the working group to complete the project</i>		
	Stakeholders: <i>The stakeholders affected by the implementation, e.g., multi-disciplinary team, organizational/departmental leadership, external community including patients and families, and front-line interprofessional staff (Refer to Stakeholder Analysis Resource). Complete key accomplishments to determine stakeholders.</i>		
	Sponsor: <i>Identify the accountable leader/group responsible for the improvement.</i>		

Metrics Progress (Evaluate) (refer to Chapter 11)

Practice change has different aspects; other measures are frequently used to monitor uptake, attitudes, and outcomes. Select as many as the team feels necessary to gain an accurate picture of ongoing impact. Record the specific metric(s) the team will measure within the outcome categories, how the metrics will be obtained, and how often. Outcomes can be added or changed as the literature review is completed and the translation planning begins. Metrics let you know whether the change was successful. They have a numerator and denominator, typically expressed as rates or percentages. For example, a metric for measuring falls-with-injury would be the number of falls with injury (numerator) divided by 1,000 patient days (denominator). Other examples of metrics include the number of direct care RNs (numerator) on a unit divided by the total number of direct care staff (denominator) or the number of medication errors divided by 1,000 orders.

- *Identify measures of success. This should be related to the goals and the problem identified.*
- *Use process measures, such as compliance to evidence-based practice, attendance to education, etc. (80% compliance to infection prevention bundle)*
- *Use patient/population outcomes, such as improvement in infection rates, length of stay, etc. Be specific- demonstrate improvement comparison from pre-implementation to post-implementation (Reduction of infection by 25% or Reduction of infection rate from 10.0 to 7.5)*
- *Use timelines on when the metrics will be achieved (ex, a month from implementation)*

Example: Implemented a Pressure Injury Prevention Bundle in Unit 5

Process measures:

- *80% of the nurses attended PIP bundle education sessions offered from July 1 2025-August 1, 2025*
- *95% of nurses compliant with documentation of the PIP bundle from August 2, 2025, through November 31, 2025*

Patient Outcome:

- *The acquired Pressure Injury Incidence Rate for Unit 5 improved from 3.0 % of patients admitted from January 1, 2025, to June 31, 2025, to 1.5% of patients admitted from December 1, 2025, through April 1, 2026*

Risk and Risk Mitigation Strategy

Risk	Risk Mitigation Strategy	Status
<i>This analysis allows teams to identify barriers to implementation and potentially mitigate them using inherent strengths and resources. You may find specific challenges that will likely impact the ability to deliver on the action plan. Though these obstacles can get in the way, knowing about them up front is helpful so that you can engage support and create a plan to move forward.</i>		

Work Breakdown Structure (refer to the Timeline/Milestones section of A3 and provide details for each phase of the implementation framework)

A Work Breakdown Structure (WBS) is a deliverable-oriented prioritized list of the steps needed to accomplish the project objectives and create the required deliverables.

Consider all the categories of work (high-level deliverables) necessary to implement this change. What tasks must be accomplished first for each deliverable to move forward? When must they be completed to stay on track? For example, if a high-level deliverable is needed to implement a protocol, list all the tasks that need to be accomplished. Record when the team must begin and complete the task and which member(s) are responsible. If possible, list a specific person or role to create ownership of work.

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Due Date	Task	Dependencies	Accountable Person(s)	Status	Planned Completion	Actual Completion	Resource
<i>Month/Day/Year</i> <i>Connect to timeline.</i>	<i>Detailed component of each task within the implementation framework.</i>	<i>What is needed before task completion.</i>	<i>Stakeholder/person responsible for the task.</i>	<i>Planned/ In Progress/ Completed/ Stalled/ Cancelled</i>	<i>Month/Day/Year</i>	<i>Month/Day/Year</i>	<i>Stakeholders, policies, applications, equipment</i>
Sustainability Plan (Endure)							
What are the potential barriers to project sustainability?	What are some mitigation strategies for the potential obstacles?	What additional resources may be needed to support the project?	What additional training may be required?	What responsibilities need to be assigned?	To whom will these responsibilities be assigned?	Are there any additional metrics/outcomes that need to be collected/measured?	How frequently will you monitor and review your outcomes?
<i>Consider resource limitations (e.g. funding, personnel, equipment, supplies), stakeholder engagement, changes in policy or regulations, training needs, and the ability to monitor the program long-term.</i>	<i>Strategies should directly address the barriers identified in the previous column. For example, if there is a concern for long-term funding, other sources of financing can be identified (e.g. grants, donations).</i>	<i>Identify any additional financial, personnel, or equipment resources that will need to be secured. Consider the type of support needed to mitigate obstacles. For example, if pursuing a grant, a grant writer would be a helpful resource.</i>	<i>List the education the end-users and other people supporting the project will need to receive. This may include the who, what, when, where, and/or why of the change.</i>	<i>Beyond the tasks needed to implement the intervention, what will need to be done to support the project in the long term? Considering project monitoring as well as new workflows or responsibilities that will need to be permanently in place.</i>	<i>Assign a person or role to the responsibilities listed in the previous column.</i>	<i>With a new process or practice, consider what additional metrics may need to be collected. For example, a new piece of equipment might require someone to assess the frequency and accuracy of its use.</i>	<i>Record how frequently you will measure the metrics in the previous column. Keep in mind, that as projects continue and results improve or stabilize, it may make sense to decrease monitoring frequency to lessen the burden on staff performing the data collection. This may need to be adjusted if metrics show signs of worsening.</i>