Inspire, Hire, Train, Retain (IHTR)

Implementation Guide

Preparing healthcare people-leaders to hire, engage and retain employees with disabilities

Project Team Contributors:
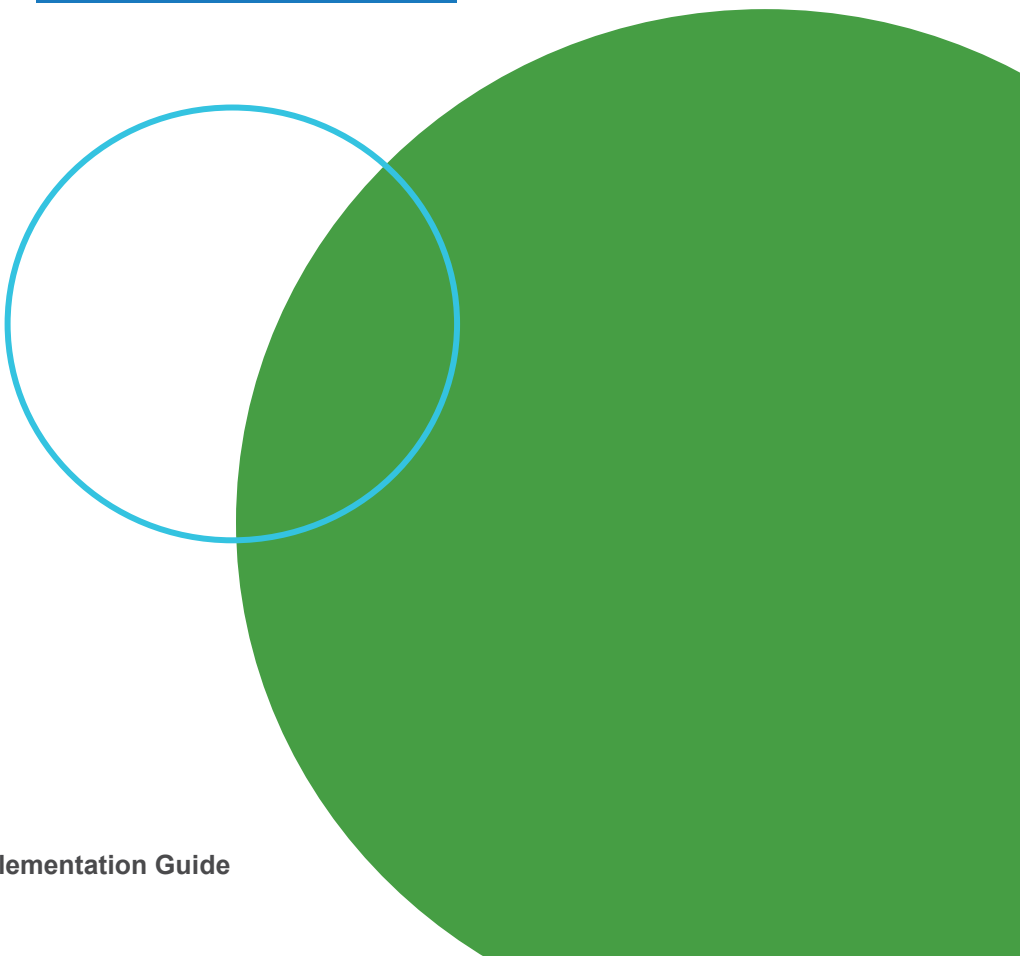
Holland Bloorview Kids Rehabilitation Hospital

Halton Healthcare

ODEN

MARCH OF DIMES CANADA

Community Living Oakville

Table of Contents

For information and resources, visit: https://hollandbloorview.ca/IHTR

Implementation Blueprint

The implementation blueprint outlines how you can introduce, integrate, and build from the Inspire, Hire, Train, Retain Training-in-a-Box (IHTR Training) in your organization. The timelines provided are broad, and might depend on factors including your organization's:

- Size
- Interdepartmental collaboration
- Experience in integrating trainings
- Need for disability-inclusive employment information

Table 1. Implementation Blueprint Steps

Step 1 2-4 weeks	**Prepare your organization for disability inclusive employment training:** Organizational representative becomes aware of the IHTR Training. The representative identifies relevant contributors within the organization (e.g., leadership, Human Resources, Equity, Diversity and Inclusion teams, occupational health and safety, disability management teams, organizational development teams) and shares IHTR Training with them.
Step 2 2-6 weeks	**Establish an implementation team:** Identify who (individual or team) is responsible for delivering the training (the facilitator). Establish both short-term and long-term training goals for your organization. These goals may align with strategic plans or organizational missions. From there, define the outcomes to ensure you accomplish those goals. Consider reviewing Step 3, "Establish and 'DO' your implementation plan," for ways to achieve this. Identify who in your organization (individuals or teams) will be receiving the training (the learners). Reach out to an external employment service partner or organization for information and support if desired (see our Resources Handout).
Step 3 4-12 weeks	**Establish and 'DO' your implementation plan:** Outline your delivery approach (number of sessions, virtual or in-person). Complete administrative tasks, such as sending invitations for the training, asking for Information Technology support, booking space to deliver the training, setting a follow-up meeting with your implementation team after the delivery date. Conduct the training using the Facilitator's Guide (available on our website). Administer surveys to learners for feedback.

Step 4 4-8 weeks	**Move learnings into practice:** Re-convene the implementation team. Review feedback from learners and facilitators. Select areas for change based on feedback and current practices. Explore current enablers: What is our organization doing well? Explore current barriers: What is working against our selected areas for change? Gather feedback from external sources outside the implementation team (if appropriate). This may include learners who have completed the training, the broader organizational community, and/or an external agency (e.g., local employment service provider).
Step 5 Unlimited	**Make an action plan:** Select an implementation strategy. This may include delivering the IHTR Training to additional groups, identifying practices and policies that support your goals, or seeking additional information. Monitor progress through outcomes and additional meetings of your implementation team. Make this an ongoing process that allows for shifts as outcomes and contexts change. Plan for sustainability.

Before the IHTR Training

Overview

In any organization, change happens through planned, intentional processes. An intervention, including attending a training, doesn't create change by itself. Change is created when the people that participate in the training and those around them take deliberate action (implementation) to shift the associated systems, processes, and policies in ways that reflect the new information they have learned.

Guide objectives

The objective of this guide is to support organizations and staff that complete the IHTR Training to move their learnings into practice within their context by:

- Providing recommendations and considerations for actions to take before and after the IHTR Training is conducted; and
- Outlining existing and helpful implementation resources to assist with change efforts.

You do not need to be an implementation expert to deliver the IHTR Training and implement learnings in your organization!

Everything in this guide is a recommendation and optional. You may already have processes and tools in place to support implementation in your organization. Choose what you need from this guide to help you move your IHTR learnings into practice in a way that works best for your context - implementation is not one size fits all!

Audience

This guide is for participants in the IHTR Training initiative. This may include staff that receive the training and staff with roles related to change efforts (that may not have directly participated in the training).

Visit Appendix A: Implementation Vignettes to see how different organizations can use the steps in this guide to implement their learnings within their context!

Start with the end in mind: Plan for implementation prior to your IHTR Training event

Implementation is often more successful when expectations are known and a plan is created before training takes place. This section outlines steps you can take before delivering the IHTR Training so that your team can hit the ground running and take action.

Step **1**

Prepare your organization for disability-inclusive employment training

There will be a variety of people in your organization with opinions on disability-inclusive employment in general, and how the learnings from the IHTR Training can be used. Engage with diverse perspectives to inform the goals and outcomes for this work in your organization. This might include perspectives from frontline employees as well as senior leadership. Buy-in and support from senior leadership can validate the importance of the work. Leadership can help pave the way for training to be completed when competing priorities arise (which they always do!). See Appendix B: Sample Leadership Brief for a sample leadership brief to help inform this group.

Developing relationships with one or more (local or provincial) expert organizations in disability and employment can also be helpful. The Ontario Disability Employment Network (ODEN https://www.odenetwork.com/) has a list of participants in their network that can support different areas of your employment strategy, such as further training, recruitment pipelines, and approaches. These organizations often offer no-cost exploratory meetings for their services and will not require your organization to commit to anything that you don't want to commit to.

> **Agency for Clinical Innovation - NSW Government (Australia): A Guide to Build Co-design Capability**
>
> Use Figure 2 on page 6 of the linked resource to help you decide the appropriate participation level for your engaged parties and implementation team members (see Step 2 below).
>
> https://aci.health.nsw.gov.au/__data/assets/pdf_file/0013/502240/ACI-Guide-build-codesign-capability.pdf

Step **2**

Establish your implementation team

An implementation team is a group of people that plan and manage putting new practices in place (NIRN, 2020). In the case of the IHTR Training, an implementation team may be responsible for both delivering and participating in the training and making sure that lessons learned from the training are put into practice. Additionally, the implementation team will monitor and evaluate implementation of the training (see Step 5b).

The implementation team should be created prior to conducting that training. The details of your implementation team (e.g., number of staff and time commitment), can vary and will be context dependent. It is recommended but not required that all members of the team receive the IHTR Training. The resource below can help you to decide what will work best for your organization, and to consider which contributors might be helpful (e.g., organizational development and learning teams, quality and safety teams, Human Resources or People and Culture teams, Equity, Diversity, and Inclusion teams).

Collaborative for Implementation Practice: Best Practices and Tools to Establish Implementation Teams
Use this short guide to learn more about creating and managing an implementation team. It may be more in-depth than you need to create a team that works for your context. Feel free to select the parts of the guide that meet your needs and leave out the parts that don't serve you currently.

https://cippro.wpengine.com/wp-content/uploads/2022/10/CIP-Practice-Guide-Implementation-Teams_10.27.22.pdf

---

Step **3**

Establish and 'DO' your implementation plan

With your implementation team ready, you can begin planning for delivery and evaluation (Step 5b). To guide your delivery of the IHTR Training within your organization, please view the Facilitator's Guide on our website for in-depth information on delivery.

We recommend that the implementation team meet before the IHTR Training is conducted to create a post-training implementation plan. This could include things like, deciding the frequency of team meetings, communication and team structures, potential evaluation metrics, and/or centralized documentation location (to name a few). It could also be helpful to create a more formal plan, like a workback schedule and/or a RACI matrix (see below) to understand your projects tasks, milestones, deadlines, and roles.

Collaborative for Implementation Practice: Implementation Teams Resources

Use these resources to support implementation team functioning. There are several helpful worksheets such as: Implementation Teams Getting Started Worksheet, Implementation Team Charter Template and Sample, Communication Protocol Worksheet, and the Team Meeting Agenda Template.

https://implementationpractice.org/resources/implementation-teams/

Microsoft: What is a workback schedule?

Use this tipsheet to create a workback schedule from your project deadline to decide on necessary tasks and milestones.

https://www.microsoft.com/en-us/microsoft-365-life-hacks/organization/how-to-create-and-follow-a-workback-schedule

Team Gantt: What is a RACI Chart? How to Use RACI to Assign Project Roles

A RACI chart—also known as a responsibility assignment matrix—is a diagram used in project management to define team roles across four categories: Responsible, Accountable, Consulted, and Informed. Use these resources to clarify who does what for each task, milestone, or decision.

Example 1:

https://www.teamgantt.com/blog/raci-chart-definition-tips-and-example#:~:text=RACI%20stands%20for%20Responsible%2C%20Accountable%2C%20Consulted%2C%20and%20Informed.

Example 2:

https://csbweb01.uncw.edu/people/siglerk/classes/MIS419/Exercises/RACI_Exercise.doc#:~:text=RACI%20Matrix%20Exercise&text=Definition%3A%20RACI%20stands%20for%20responsible,a%20project%20or%20business%20process.

After the IHTR Training

Moving learnings into practice: Assessing your context to support IHTR implementation

Organizational change comes with foreseeable and unforeseeable challenges. It is helpful to invest time and energy into understanding your particular organizational context. This may include barriers and enablers to change and what it will take to sustain the changes made from the IHTR Training over time, recognizing that the only constant in life is change! Your organization has likely implemented many changes in the past and may have prior learnings from which to build.

While the steps below are meant for after the IHTR Training has been widely delivered, we recommend that your implementation team review them early in the process and revisit them regularly for optimal initial impact and long-term sustainability.

Step **4**

Move learnings into practice

After staff have completed the training, reconvene your implementation team. Discuss and select the most relevant aspects of the training for your organization based on learner and facilitator feedback; this could be a tool or a process for example. There may be many improvements that you can see making at your organization. Change takes effort and time. With your implementation team, consider prioritizing one or two areas for change to start. Using a formal prioritization process that focuses on impact and effort may help to narrow down where your team could begin.

> **Tamarack Institute: How do you prioritize potential solutions?**
>
> The impact effort matrix, or an action priority matrix, is a decision-making tool. It assists people with assessing each potential idea, strategy or project based on the level of effort required and the potential impact or benefits they will have. Use it to help your implementation team prioritize your selection of solutions generated through your organization's participation in the IHTR Training.
>
> https://www.tamarackcommunity.ca/articles/how-do-you-prioritize-potential-solutions

Step 4a: Understand your enablers and barriers to implementation

Effective implementation requires reflection on things that can make change harder (barriers) and things that can help to make change easier (enablers or facilitators). Barriers and enablers can exist within teams (e.g., structure, roles, personalities), organizations (e.g., policies, practices, structure), and society (e.g., stigma, healthcare funding). Once your team has selected the parts of the IHTR Training to put into practice in your context, work with learners, the implementation team, and/or other engaged parties/people in your context to understand what may help or hinder your efforts.

This step can occur at the end of the IHTR Training, in post-training implementation team meetings, and/or during broader engagement with others.

Common barriers to implementation can include concerns around workload, time commitment, and convincing leaders of the importance and benefits of proposed changes. There are no 'one-size fits-all' solutions to these concerns or other barriers that you may encounter during your implementation process. These barriers will need to be addressed in a way that works best for your organization. Work with the engaged parties and implementation team to discuss how to address your context specific barriers. Selecting implementation strategies designed for these barriers is a key step for success.

Leading Change Toolkit: Questions to guide the assessment of barriers and facilitators

Use this resource with your implementation team and/or other engaged parties to brainstorm barriers and enablers/facilitators to implementing changes from the IHTR Training. Replace the word 'healthcare' in the worksheet to reflect your context (e.g., employment).

https://rnao.ca/media/1225/download?inline

Step 5

Make an action plan

Once you have started the disability-inclusion conversation for your organization's staff, your journey is unlimited. Consider taking the following long-term actions to keep progressing toward a more equitable and productive workforce.

Step 5a: Select an implementation strategy

Once you have a better understanding of the barriers and enablers to implementing changes from the IHTR Training, you can select a few implementation strategies to support your efforts. A key step is selecting strategies that address your unique barriers. For example, if a barrier in your organization is convincing others of the importance of the proposed changes, an implementation strategy that may work for you might be identifying and preparing champions in your organization. It may require some trial and error to find the best strategies for the different barriers in your context.

> **Implementation strategies: Expert Recommendations for Implementing Change (ERIC) project**
>
> Use this list of implementation strategies to implement the changes you would like to make from the IHTR Training. Note that this list can be overwhelming with 73 available strategies! Your team might already be using some of the strategies. Choose an additional 2 - 5 to test and see if they support implementing changes.
>
> https://impsciuw.org/wp-content/uploads/2019/08/ERIC-Strategy-Handout.pdf

Step 5b: Monitor and evaluate implementation

To know if implementation is going well and understand if altered or new implementation strategies are needed to improve the uptake of learnings, your implementation team will need to conduct monitoring and evaluation activities.

Monitoring and evaluation involve collecting and analyzing program data to compare actual and planned results, assessing implementation effectiveness and overall worth or significance. The objective is to provide credible information for decision-makers to identify ways to achieve more of the desired results (International Labour Organization, 2015).

After you have selected your areas for change and your implementation strategies, your implementation team should discuss:

- What outcomes are we hoping to realize/see from changing our practices? What does success look like for us?
- How will we know we're on the right path while we're making these changes? What will we notice along the way? What indicators do we already have in place to tell us this and/or what indicators do we need to put in place?
- If something isn't going as planned, what steps might we take to address it? When and how will we make decisions when a change is needed?

The answers to these questions will give you process and outcome indicators to look for during and after change implementation. Look to see what data (quantitative or qualitative) is already available to you to monitor your progress. Engage other teams (i.e., Information Technology, decision support) as needed to support your data collection. Build in learning moments you can use in real-time (e.g., ideas).

> **Otto Bremer Trust: Types of Evaluation, Evaluation Flash Cards**
>
> Use this tool to see more options for monitoring and evaluation questions, and when and why you might choose to ask them.
>
> https://ottobremer.org/news_stories/evaluation-flash-cards/

New South Whales Government (Australia): Evaluation Plan Template

Use this worksheet to help you plan a more in-depth evaluation. You may not need to use all of the sections and/or recommended links in the worksheet. It can be used as a general framework to outline your plan.

https://education.nsw.gov.au/content/dam/main-education/teaching-and-learning/professional-learning/media/documents/EE4SL-Evaluation-plan-template.docx

Step 5c: Plan for sustainability

Many factors, such as your organizational context, staff turnover, and time since the IHTR Training and implementation activities will impact the continued use of the initiative. Considering sustainability early and frequently in your project can support better sustainability of your efforts. As your implementation steps come to a close (step 2-4), which may include disbanding the original implementation team, build sustainability touch points into other structures in your organization (e.g., Human Resources team meetings, other annual organizational processes).

The Centre for Implementation: Visual of contextual factors that affect sustainability

This image showcases the contextual factors that can impact the usability of a program.

https://static1.squarespace.com/static/62b608b9681f5f0b4f3c3659/t/637f93a321a66323e56a19a7/1669305264138/TCI+Image+-+Sustainability+Factors.png

Program Sustainability Assessment Tool

Use this self-assessment tool to evaluate the sustainability capacity of a program. There are two versions: the original 40-question tool and a newer, 24-question version. Using the longer version will help your implementation team get an initial picture of sustainability for your IHTR project. If you don't have as much time, use the shorter version.

https://sustaintool.org/psat/assess/

Appendix A: Implementation Vignettes

In this section, we provide two vignettes of what implementation may look like in organizations. Building upon the steps outlined at the start of this guide and throughout, we illustrate what this process might look like for you.

*These vignettes are not based on any one organization and are an amalgam of experiences and anecdotes shared during the co-design of the IHTR Training.

Vignette 1: An urban tertiary care hospital is working toward building a strong Equity, Diversity, and Inclusion (EDI) practice within its employment strategy. In an effort that is spearheaded by the Human Resource (HR) team, the organization has already created a detailed inclusive hiring resource. Despite a central commitment to individuals with disabilities and chronic health conditions in their mission, the organization realized that their employment-based EDI initiatives do not include information on this group. The organization set out to support their learning in this area using the implementation blueprint:

Step ⬤**1** 3 weeks	**Prepare your organization for disability inclusive employment training:** The hospital's HR group becomes aware of the IHTR Training through a local network of hospital-based HR representatives. They identify the training as aligning with and amplifying their broader employee-based EDI strategies. The HR team invites their Occupational Health & Safety department who handle disability management and a member from their HR team specifically involved in organizational development to help start the initiative. The teams meet and agree that the IHTR Training aligns with their strategic priorities and that they would like to go ahead with its delivery to their people-leaders.
Step ⬤**2** 4 weeks	**Establish an implementation team:** The organizational development team within the HR department is chosen to lead the delivery of the IHTR Training. Internal goals included delivery to the entire HR and Occupational Health & Safety department, and to a selection of 20 other people-leaders who directly manage clinical and environmental services teams. The hospital decides that an important goal is to identify and streamline priorities in disability-inclusive employment practices. They will put more effort into collecting evaluation data during and after the training sessions. Through the training, the team reaches out to their local employment service provider to understand what services or consultations are available to help implement disability-inclusive employment practices.

Step **3** 12 weeks	**Establish and 'DO' your implementation plan:** The IHTR Training is offered in 2 phases, both in-person. The first is a 3-hour training offered to the HR team. The second is offered as two 90-minute sessions for people-leaders. Trainings are deliberately planned 60- and 90-days after invites sent out to maximize availability. Invitations sent/monitored by the HR team's administrator. The HR team's session was booked during a standing team meeting. Rooms are booked based on team size. Surveys are administered at the end of each delivery.
Step **4** 4 weeks	**Moving learnings into practice:** The survey data is collected and collated. The implementation team (Step 2) meets to review the feedback from surveys and hear directly from facilitators. The team decides to implement annual, in-person training for all managers, HR team members, and Occupational Health and Safety department members. The team also includes the resource sheet on their intranet for employee reference. Based on feedback, the implementation team decides to review job descriptions and bona fide job requirements, using interviews and the JDAPT tool highlighted through the IHTR Training. They will pilot this with 4 job postings in positions with historically high turn-over. A member from the implementation team is tasked with overseeing this. The team member will help with the job description reviews and tracking the hiring and retention processes for this job over 6- and 12-month periods. The implementation team reconvenes in 6 months to review feedback on the job posting, interview, and retention experiences related to the 4 historically high turn-over jobs. They consider whether changes to the job requirement and posting changes have made differences in their process and retention.
Step **5** 12 months	**Make an action plan:** Team will deliver the training over 1 year and review the outcomes of their job description assessment over 1 year and reconvene to consider next steps.

Vignette 2: A rural general hospital is dedicated to disability-inclusion within their community, and aware of their need to maintain a reliable workforce. They are already participating as a [Project SEARCH](#) site, working with their local school board and employment service agency supporting youth with disabilities in connecting to the workforce. The hospital's People & Culture (P&C) department oversees all the organizational development and learning, disability management, and EDI initiatives in the hospital. The hospital set out to move forward in their organizational disability-inclusion journey using the implementation blueprint:

Step **1** 2 weeks	**Prepare your organization for disability inclusive employment training:** Through their connection to a local employment service agency via the Project SEARCH program, the hospital's P&C representative becomes aware of the IHTR Training. They bring the IHTR Training to their colleagues in P&C for consideration. The organization's existing commitment to inclusive employment and demonstrated successful hiring of candidates with disabilities provides the team confidence in their ability to integrate the training into their organization. The P&C department discusses some of the existing stigma and misconceptions that they have faced about hiring and retaining staff with disabilities through their Project SEARCH work with their executive leadership team. The hospital's executive leadership, along with their P&C department agree to deliver the IHTR Training to a small group of people-leaders in the hospital to see how it is received before committing to a broader uptake.
Step **2** 2 weeks	**Establish an implementation team:** As discussed previously, the hospital's oversight for the many involved areas all operate within the P&C department. The team consists of P&C staff that focus on: • Organizational development and learning • Disability management • Equity, diversity, and inclusion They invite 2 managers that have been allies in hiring staff with disabilities, and a member from their local employment service agency to support the roll-out and messaging of the IHTR Training. Internal goals include delivery of the IHTR Training to their P&C department, executive leadership team members, and 10-12 department managers. The goal for the hospital is to pilot and learn about the goals, knowledge, and interest of their people-leaders in this type of learning opportunity. They evaluate the disability-inclusion relevant goals of participants, as well as participants' experiences of the IHTR Training. The team decides that the hospital's organizational development and learning lead would deliver the training in collaboration with their local employment service agency representative.

Step **3** 6 weeks	**Establish and 'DO' your implementation plan:** The IHTR Training is offered virtually. Many of the hospital's team members go out into the community to deliver services and programs, and a virtual option allows for greater participation for this organization. The content is divided into 2 virtual sessions, each 90-minutes long that are delivered at the beginning of the workday. The training is booked with 3 weeks notice via a calendar invitation sent by the director of the P&C department. The date and time are approved by the senior leadership team before being chosen to improve attendance. Surveys are administered at the end of each delivery to explore the hospital's goals outlined in Step 2 above.
Step **4** 4 weeks	**Moving learnings into practice:** The survey data is collected and collated. The implementation team (Step 2) meets to review the feedback from surveys and hear directly from facilitators. The implementation team decides that they would like to provide the IHTR Training virtually on an annual basis to all people-leaders (managers, P&C members, senior leadership, directors, etc.). The team requests to change their implementation team to an advisory team on disability-inclusive employment in their hospital on an ongoing basis. This group continues to consult on trainings, initiatives, policies, and cases that arise to help foster discussion and build their disability-inclusive practices. This more hands-on approach better meets the needs identified through the pilot training on an ongoing basis. The group meets on the last Friday of every other month.
Step **5** 12 months	**Make an action plan:** As identified in the previous step, the team transitions into a more active advisory team regarding disability-inclusive employment matters. They offer the training annually.

Appendix B: Sample Leadership Brief

NOTE: Customize text in accordance with your organization where text is GREEN.

BACKGROUND
[Organization name] is committed to fostering an organizational culture that supports disability-inclusive employment practices. One way this can be accomplished is through hiring, engaging, and retaining employees with disabilities. This training aligns with (strategic plan/mission/vision etc.). The Inspire, Hire, Train, Retain Training-in-a-Box (IHTR Training) was co-designed by: Holland Bloorview Kids Rehabilitation Hospital, Halton Healthcare, the Ontario Disability Employment Network, March of Dimes Canada, Community Living Oakville and other healthcare organizations across Ontario.
PURPOSE & IMPACT
The goal of this training is to prepare healthcare people-leaders to hire, engage and retain workers with disabilities by increasing: (1) knowledge on accessibility, and (2) confidence for inclusion.
AUDIENCE
This training provides essential knowledge that is relevant and valuable for anyone hiring or managing a team within the healthcare system. It is highly recommended for employees in manager, Human Resources or People and Culture roles to complete this training.
LEARNING OBJECTIVES
Recognize two or more best practices in inspiring, hiring, training, and/or retaining employees from a disability-inclusive employment lens. Identify two key resources that will facilitate your disability-inclusive employment practices (one external resource and one organizational resource). Choose one realistic action to take (a first step) towards a more disability-inclusive employment practice.
SUCCESS MEASURES
We encourage leaders to complete and endorse the training and implement learnings to shape the organizational culture of accessibility and inclusion. The training includes an evaluation plan to gather feedback and determine actionable steps towards disability inclusive employment practices.

References

International Labour Organization. (2015). *Basic principles of monitoring and evaluation.* https://www.ilo.org/publications/basic-principles-monitoring-and-evaluation

National Implementation Research Network (NRIN). (2020*). Implementation stages planning tool.* https://implementation.fpg.unc.edu/wp-content/uploads/Implementation-Stages-Planning-Tool.v8-NIRN-only-Fillable.pdf

For information and resources, visit: https://hollandbloorview.ca/IHTR

For additional questions on the development of this guide and the IHTR Training, please contact Laura Bowman at lbowman@hollandbloorview.ca