QH-TRIP | Translating Research Into Practice

Implementation Masterclass

Module 5: Implementing Change
Participant Handbook

DELIVERING FOR QUEENSLAND | Queensland Government

Implementation Masterclass Module 5: Implementing Change Participant Handbook

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Disclaimer

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Prelude

Welcome to Module 5 of the Implementation Masterclass.

This module represents another shift in the program from analysing problems, behaviour, and context to actively planning how implementation will be supported in practice. It brings together insights from earlier modules and focuses on synthesising this information into deliberate, workable implementation strategies.

In this module, you are encouraged to integrate what you have learned about the evidence–practice gap, behavioural barriers and enablers, organisational context, and stakeholder perspectives. The emphasis is on using this combined understanding to select implementation strategies that are well matched to local needs, and that support behavioural changes, rather than defaulting to familiar or generic approaches.

You will be guided to explore how implementation strategies are developed collaboratively with the implementation team and key stakeholders, recognising that shared ownership strengthens feasibility, acceptability, and sustainability. The shared case study is used to illustrate how strategy choices were shaped through engagement, negotiation, and refinement.

This module also introduces monitoring as a core planning activity. You will examine how early decisions about what to monitor, and how to learn from that information, support timely adaptation as implementation unfolds.

By the end of this module, you should feel more confident moving from analysis to action, and in working collaboratively with teams and stakeholders to support implementation over time.

Helpful links and resources

The following articles, blogs, videos, podcasts and websites provide useful information to support your learning. You do not need to read all resources before commencing the module.

Mechanisms of change	Mechanism mapping to advance research on implementation strategies (Geng, Baumann, & Powell, 2022).
	The Improved Clinical Effectiveness through Behavioural Research Group (ICEBeRG) Designing theoretically-informed implementation interventions (2026).
Theory-informed behaviour change	Developing theory-informed behaviour change interventions to implement evidence into practice: a systematic approach using the Theoretical Domains Framework (French et al., 2012).
Behaviour Change Technique	BCT Taxonomy (digitalwellbeing.org)
	Human Behaviour-Change Project (including the APRICOT project).
	The Behaviour Change Technique ontology: transforming the Behaviour Change Technique taxonomy v1 (Marques et al., 2024).
	Designing interventions to change eating behaviours (Atkins & Michie, 2015).
Behaviour Change Wheel	The Behaviour Change Wheel: A Guide to Designing Interventions (Michie, Atkins, & West, 2014).
	The COM-B Model for Behaviour Change. The Decision Lab.
Behaviour Change Assessment Tool	CACTIS Tool v1.7.2 (Unlocking Behaviour Change CIC)
ERIC	A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change (ERIC) project (Powell et al., 2015).
	A refined compilation of implementation strategies: results from the Expert Recommendations for Implementing Change (ERIC) project – pdf list of strategies.
CFIR-ERIC tools	CFIR Guidance & Tools (cfirguide.org)
	CFIR-ERIC Implementation Strategy Matching Tool (National Collaborating Centre for Methods and Tools).

Presentation slides

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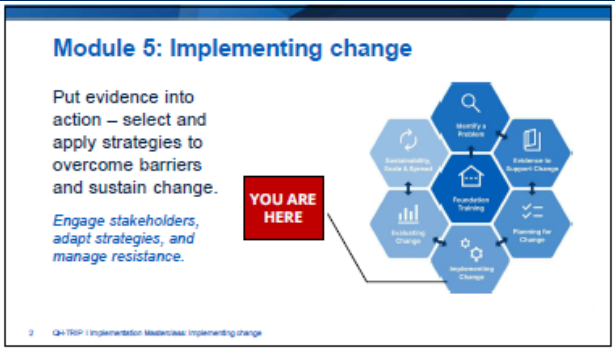
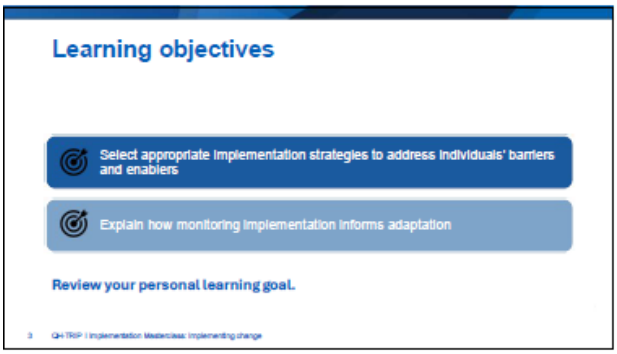
 2	
 3	

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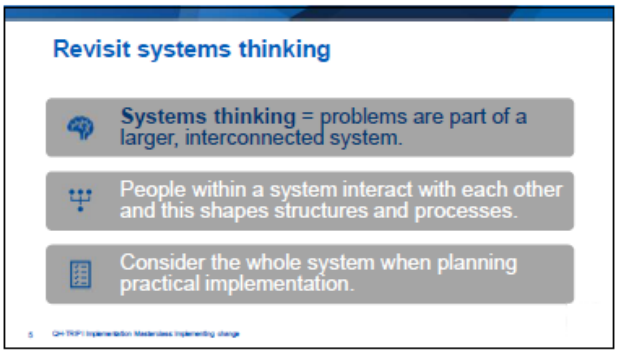
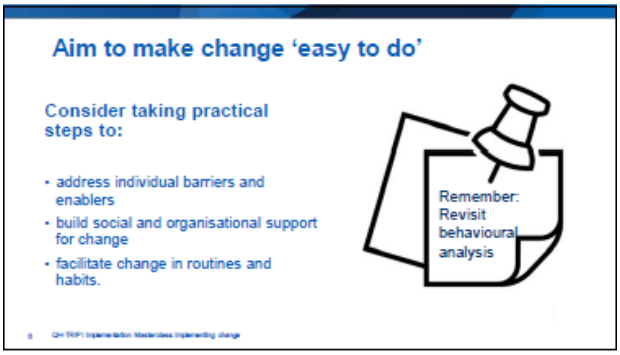
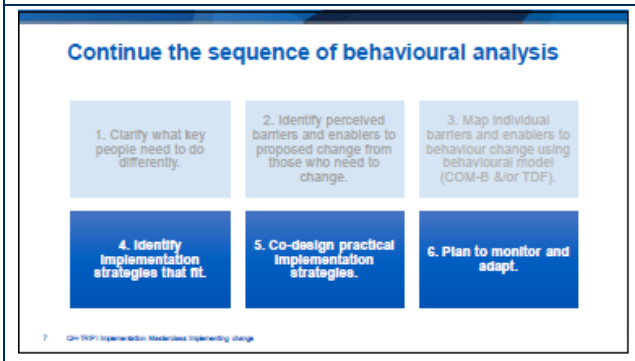
 5	
 6	
 7	

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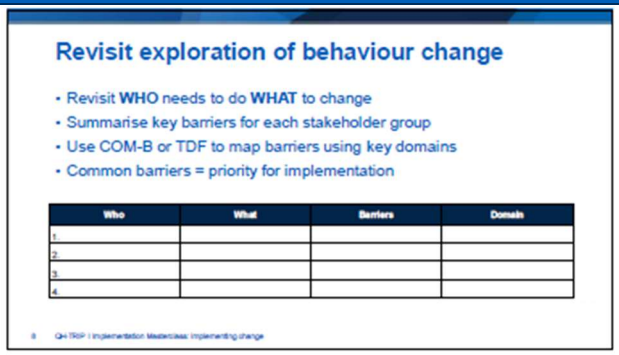
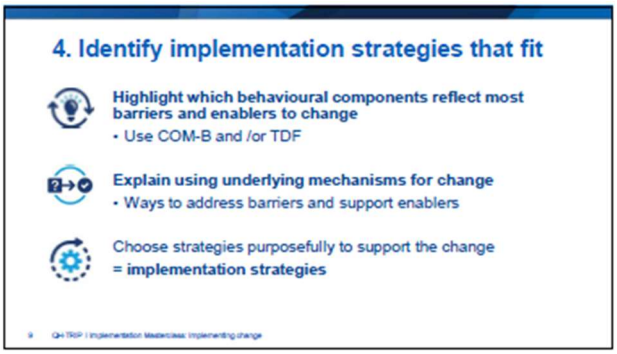
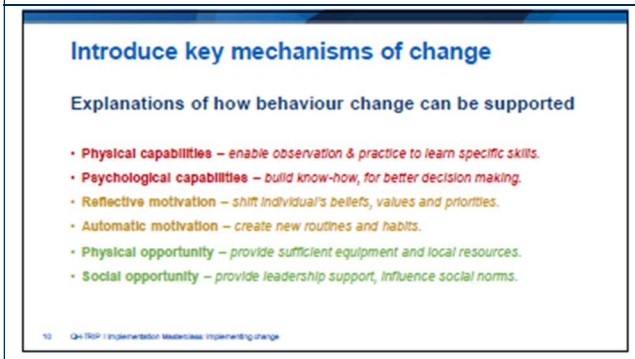
 8	
 9	
 10	
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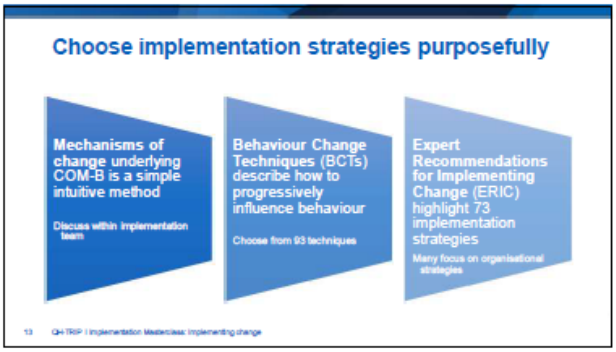
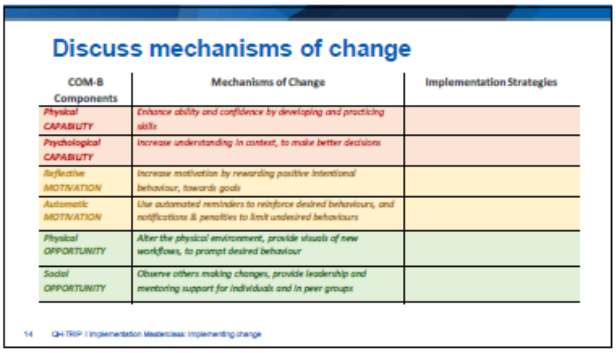
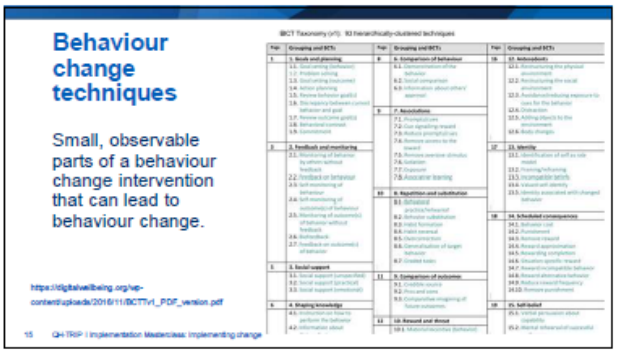
 13	
 14	
 15	

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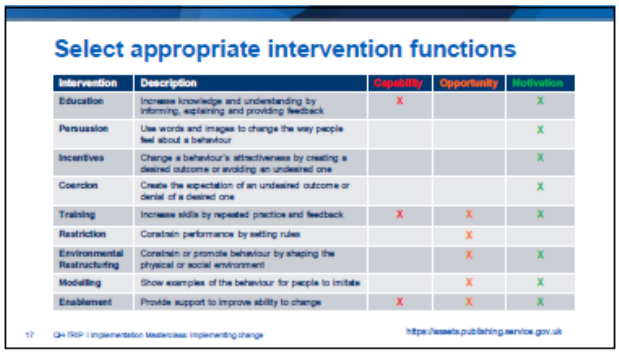
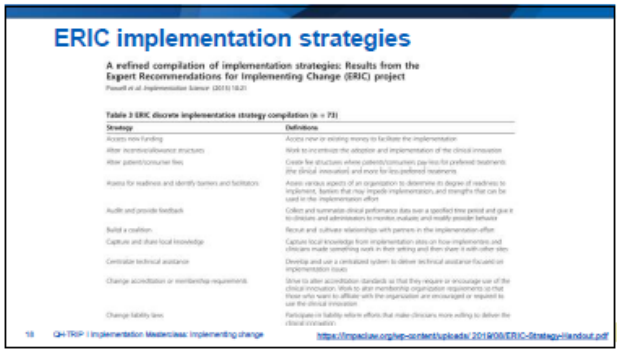
 17	
 18	
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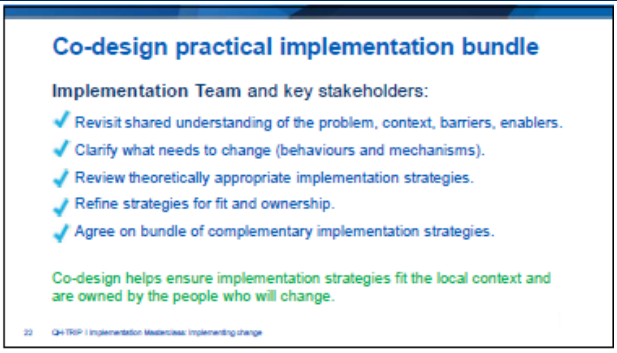
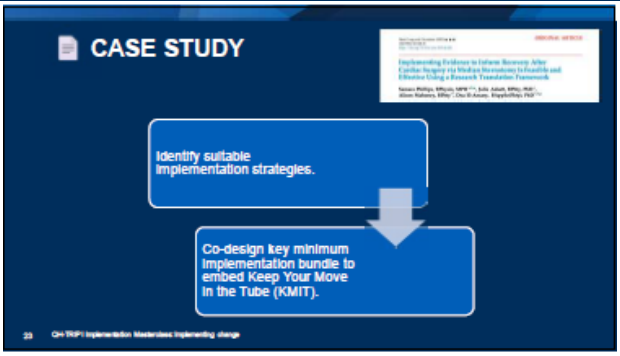
 22	
 23	

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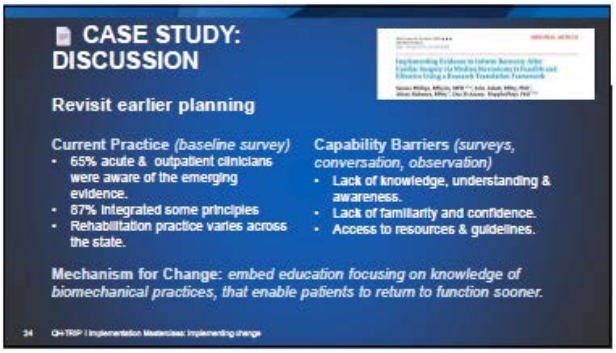
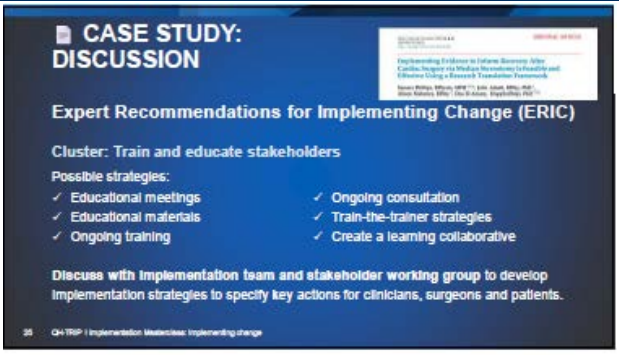
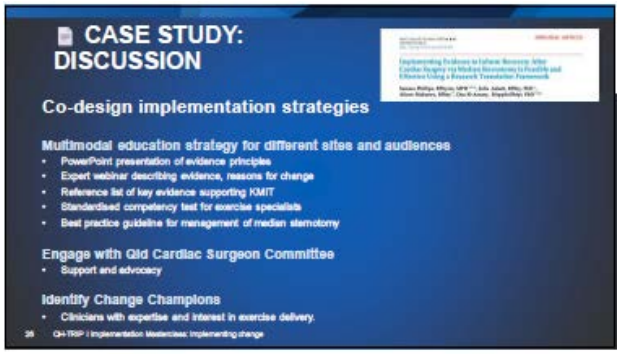
 24	
 25	
 26	
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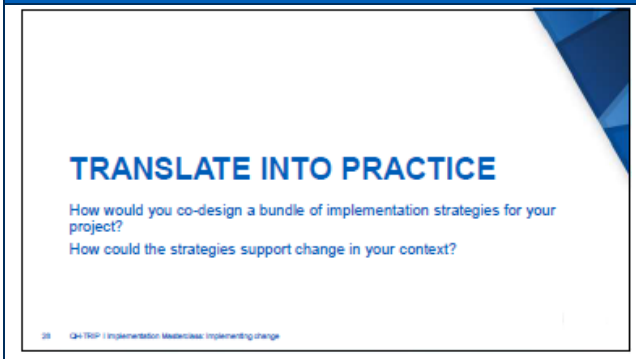 28	
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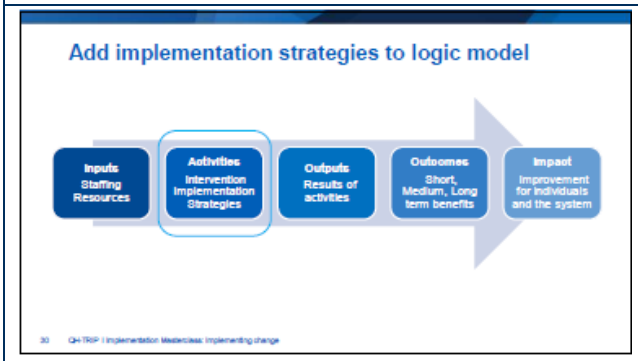 30	
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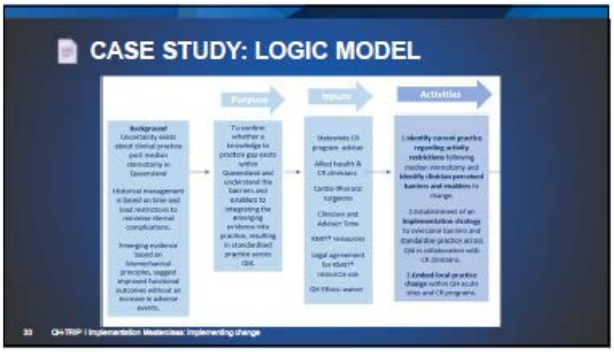 33	
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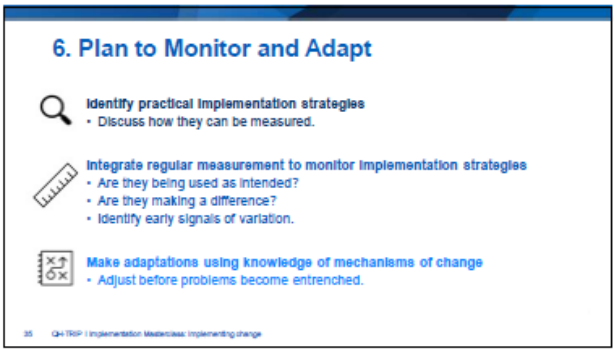 35	

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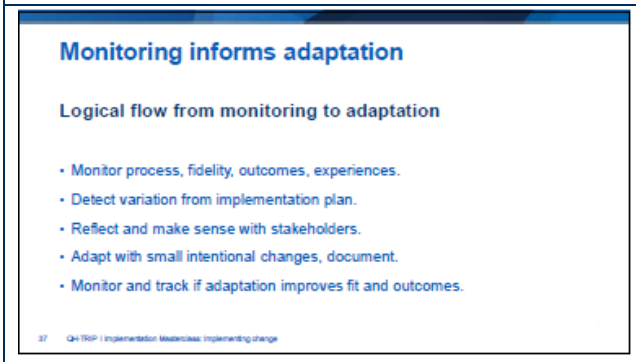 37	
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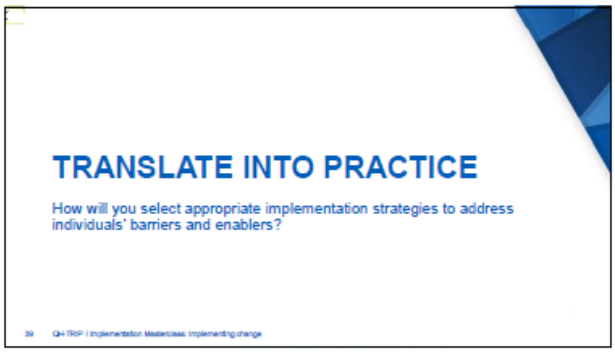 39	

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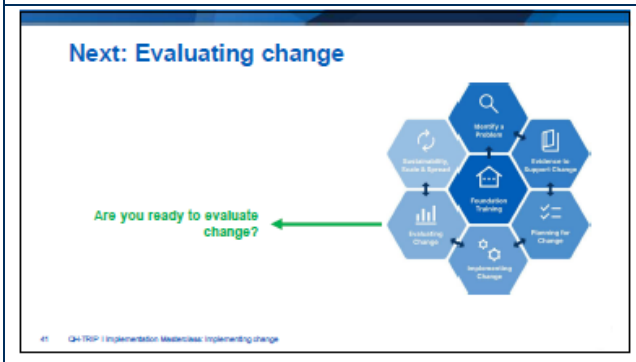
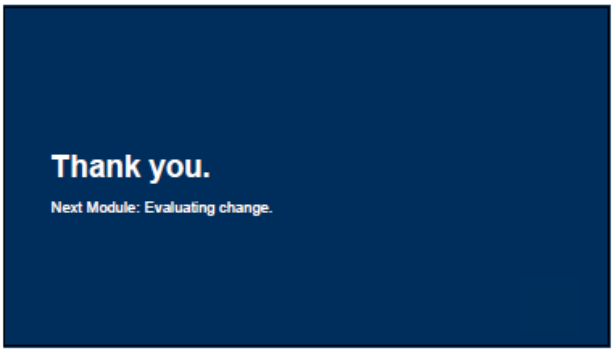
 41	
 42	
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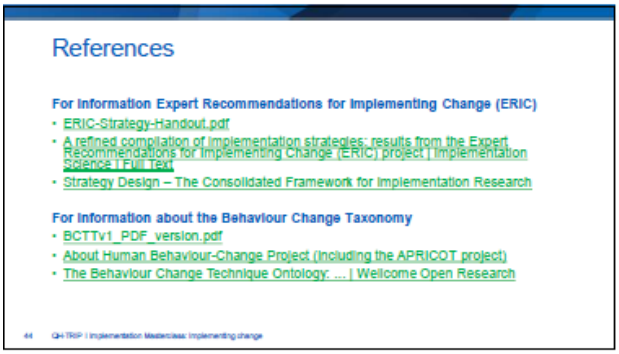 44	

Appendix

Reflection: Application to local practice

Template: Sequence of Behavioural Analysis

Template: Mechanisms of Change **i**nform **i**mplementation **s**trategies

Template: Mechanisms of Change **i**nform **i**mplementation **s**trategies

Template: Select **a**ppropriate **i**ntervention **f**unctions

Template: QH-TRIP Program Logic Model

A.1 Reflection: Application to local context

1. Where is the Problem?	
2. What do you want to change?	
3. What is the evidence for the change?	
4. Who is involved?	
5. Describe organisational context and readiness for change.	
6. Select implementation strategies.	

A.2 Template: Sequence of Behavioural Analysis

1. Clarify what key people need to do differently	
2. Identify perceived barriers and enablers to proposed change from those who need to change	
3. Map individual barriers and enablers to behaviour change using behavioural model (COM-B &/or TDF)	
4. Identify implementation strategies that fit	
5. Co-design practical implementation strategies	
6. Plan to monitor and adapt	

A.3 Template: Mechanisms of Change inform implementation strategies

COM-B Components	Mechanisms of Change	Implementation Strategies
Physical CAPABILITY	*Enhance ability and confidence by developing and practicing skills*	
Psychological CAPABILITY	*Increase understanding in context, to make better decisions*	
Reflective MOTIVATION	*Increase motivation by rewarding positive intentional behaviour, towards goals*	
Automatic MOTIVATION	*Use automated reminders to reinforce desired behaviours, and notifications & penalties to limit undesired behaviours*	
Physical OPPORTUNITY	*Alter the physical environment, provide visuals of new workflows, to prompt desired behaviour*	
Social OPPORTUNITY	*Observe others making changes, provide leadership and mentoring support for individuals and in peer groups*	

A.4 Template: Select appropriate intervention functions

Intervention	Description	Capability	Opportunity	Motivation
Education	Increase knowledge and understanding by informing, explaining and providing feedback.			
Persuasion	Use words and images to change the way people feel about a behaviour.			
Incentives	Change a behaviour's attractiveness by creating a desired outcome or avoiding an undesired one.			
Coercion	Create the expectation of an undesired outcome or denial of a desired one.			
Training	Increase skills by repeated practice and feedback.			
Restriction	Constrain performance by setting rules.			
Environmental Restructuring	Constrain or promote behaviour by shaping the physical or social environment.			
Modelling	Show examples of the behaviour for people to imitate.			
Enablement	Provide support to improve ability to change.			

A.5 Template: QH-TRIP Program Logic Model

<table>
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<tr><td>INPUTS</td><td>ACTIVITIES
Implementation Strategies</td><td rowspan="2">OUTPUTS
Change Activities</td><td>OUTCOMES
Short Term</td></tr>
<tr><td rowspan="2"></td><td rowspan="2"></td><td>Intermediate</td></tr>
<tr><td></td><td>Long Term</td></tr>
<tr><td colspan="2">ASSUMPTIONS: Behaviour Change</td><td colspan="2">EXTERNAL FACTORS: Barriers/Enablers</td></tr>
</table>