



## Skill – Assess & manage barriers & facilitators

☑ [Skill – Stakeholder communication and engagement](#)

☑ [Skill – Adapt to local context](#)

### What?

Barriers are negative factors that affect the implementation, and facilitators are positive factors. Factors can be either a facilitator or a barrier depending on the setting and some barriers and facilitators may have greater influence than others. Barriers and facilitators can both be external and internal, and exist on micro, meso or macro level. Here are some common barriers and facilitators:

#### Micro (individual) level

##### Barrier/Facilitators

- Negative attitude towards the change of involved staff/positive attitudes
- Lack of competencies and skill in carrying out the change/stakeholders have skill and competence

#### Meso (organisational)

##### Barrier/Facilitators

- Hierarchical and authoritarian leadership/supportive and inclusive leaders at several levels
- Culture that is resistant to change/culture that are open to and drives change
- Lack of available resources/good financial and human resources
- Stakeholders are engaged to late in the process/stakeholders are involved and feel their ideas are valuable

#### Macro

##### Barrier/Facilitators

- Lack of policies to support the implementation/existing policies to support the implementation

## Why?

By identifying these factors early on you can select strategies to address and overcome identified barriers and take advantage of existing facilitators. This often goes hand in hand with the assessing and adapting to the local contexts (link to subtool.).

## How?

Identification of limiting or facilitating factors is the first step, the second step is to find strategies to manage and reduce the risk and impact of the barriers, and strategies to take advantage of identified facilitators.

This is worth repeating – **involve relevant stakeholders** when identifying and managing the barriers and facilitators. Discuss and brainstorm together with different people engaged in the change.

See below on tools regarding identification and strategies to handle barriers and facilitators.

### ☑ **TOOL: [Eight toolkits related to Dissemination and Implementation](#)**

By: Washington University in St. Louis

Eight toolkits related to dissemination and implementation, including; aim, barriers, outcomes, study design, organizational constructs, frameworks, guidelines and checklists. Look specifically at tool number 3 on barriers.

### ☑ **TOOL: [Implementing health systems guidance: A workbook to support the contextualization of recommendations at the national or subnational level](#)**

By: John N. Lavis, MD PhD, Department of Clinical Epidemiology and Biostatistics, McMaster University; McMaster Health Forum, McMaster University; Centre for Health Economics and Policy Analysis, McMaster University; Department of Political Science, McMaster University

Provides questions for the users to consider when developing national or subnational guidance or policy informed by global guidance. Includes a workbook with nine steps which addresses: problem, framing, implementation, context, monitoring and evaluation, and policy recommendations and strategies. We recommend looking at step 3 at this stage, but the workbook should be done as a whole, and we recommend this toolkit in other sub-tools for example “assess the local context”.

**📄 TOOL: [Knowledge to Action Framework](#)**

By: RNAO

A comprehensive toolkit including two major parts; The knowledge creation process and the action cycle that includes seven steps that moves knowledge into practice. Shows the process of knowledge translation and give tips and tools on how to move knowledge to action. The action cycle consists of the following steps (look closer at step 3):

1. identifying the problem or issue that you want to change, selecting knowledge to address the problem/issue, and determining the gap between knowledge and practice
2. adapting the knowledge to your context
3. assessing barriers and facilitators to knowledge use
4. selecting the right implementation strategies to make changes in your setting
5. monitoring knowledge use
6. evaluating outcomes
7. sustaining the change/use of knowledge

**📄 TOOL: [Risk analysis](#)**

By: MIRO

A hands-on tool to help you identify risks, their consequences and the likelihood that those consequences may occur.