

Instructions on How to Use the Readiness to Train Assessment Tool™

The *Readiness to Train Assessment Tool™* (*RTAT™*) is a survey instrument that allows health centers to assess their organization's readiness to engage in health professions training (HPT) programs. For the purposes of *RTAT*, we broadly define **Health Professions Training (HPT)** as any formal organized education or training, undertaken for the purposes of gaining knowledge, and skills necessary to practice a specific health profession or role in a healthcare setting.

Health centers may provide health professions training at any educational level (certificate, undergraduate, graduate, professional and/or postgraduate) and in any clinical discipline. Some examples of types of **Health Professions Training Program(s)** are below:

- Established affiliation agreements with academic institutions to host students
- Formal agreements with individual students
- Directly sponsoring accredited or accreditation-eligible training programs (across all disciplines and education levels)

The *RTAT* assesses factors influencing health center engagement with and implementation of the programs from an organizational readiness perspective. This survey instrument was developed and validated specifically for health centers to allow for early identification and mitigation of barriers to engage in HPT programs. By completing the survey and scoring the results, health centers can identify areas to improve their overall readiness to engage with HPT, or readiness to implement any HPT program that they deem appropriate for their workforce and types of patient populations.

This is done by having different stakeholders (employees who are directly or indirectly involved with the health center's current or future plans to engage with HPT programs) complete the *RTAT*. The survey takes approximately 15-25 minutes to complete and will require individuals to answer questions related to the health center's overall readiness and plans to engage with HPT programs.

Survey participants will need to indicate the extent to which they agree or disagree with the survey statements as they pertain to their health center's readiness to engage with HPT program(s). Participants are encouraged to respond openly and honestly, based only on their own judgment, regardless of what others expect at their health center.

Scoring Guide

The survey scale has 41 survey items within 7 subscales (representing seven areas of readiness).

RTAT allows for three levels of assessment and scoring: at the *survey item*, *subscale*, and *overall scale levels* by obtaining their mean (average) scores. See Appendix 1 for RTAT Survey Questionnaire.

Calculating Means (Averages)

1. Survey Items

The respondents will be asked to indicate a degree of agreement and disagreement with each of the 41 survey statements. Each statement (survey item) has 5 response categories ranging from 5-strongly agree to 1-strongly disagree (five-point Likert scale). The response categories are the scores that need to be averaged to obtain a mean score for each of the 41 survey items.

2. Subscales

There are seven subscales to this survey instrument. Using the mean score for each survey item associated with the specific subscale, mean (average) scores can be calculated for each subscale. Please note that the ordering of the question in the subscales is different from the ordering in the survey questionnaire. See Appendix 2 to identify the survey questions that fall within each subscale.

3. Overall Scale Score

An overall scale score can be determined by calculating the mean (average) of all of the 41 survey items.

Interpreting the Mean Scores

Mean scores may range anywhere from 1 to 5 with 5 indicating highest readiness to engage with a specific program (See Figure 1). These means can then be used to assign one of three levels of readiness - full readiness, approaching readiness, or developing readiness - for each survey item, subscale, and for the overall scale.

Figure 1.

Likert Scale	Mean Score	READINESS
Strongly Agree	5	Ready
Agree	4.00-4.99	
Neutral	3.00-3.99	Approaching Readiness
Disagree	2.00-2.99	Developing Readiness
Strongly Disagree	1.00-1.99	

If you have any questions about RTAT, you can contact nca@chc1.com for assistance.

APPENDIX 1: RTAT Survey Questionnaire to Administer

INSTRUCTIONS TO SURVEY PARTICIPANT: Please indicate the extent to which you agree or disagree with the survey statements as they pertain to your health center's readiness to engage with health professions training.

SURVEY QUESTIONS

1. At our health center: Our mission, vision and values towards health professions training are well-communicated and shared.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. At our health center: Collaboration is encouraged.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. At our health center: Engaging with health professions training is a high priority.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. At our health center: Engaging with health professions training is compatible with our organizational culture.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. At our health center: Engaging with health professions training is feasible and appropriate in the life of the organization at this time.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. Leaders and managers have taken steps to encourage staff to engage with health professions training.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. Staff are well-informed about the progress of existing and/or planned health professions training programs.

- Strongly Disagree
- Disagree
- Neutral

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- Agree
- Strongly Agree

8. Our health center is able to leverage our external relationships to support health professions training program implementation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. Our health center is financially able to trial health professions training programs.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. Regarding health professions training, our health center has an overall budget that accounts for our mission to act as a teaching organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

INSTRUCTIONS TO SURVEY PARTICIPANT: The following questions are in regard to your health center's readiness to engage with a specific health professions training program.

We broadly define Health Professions Training (HPT) as any formal organized or education training, undertaken for the purpose of gaining knowledge, and skills, necessary to practice a specific health profession or role in a healthcare setting.

Health centers may provide health profession training at any educational level (certificate, undergraduate, graduate, professional and/or postgraduate) and in any clinical discipline.

NOTE: If your health center is considering more than one health professions training program, for the purposes of these questions, please think about only one of them.

11. Our health center has enough evidence to support that: The health professions training program has clear structure and goals.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. Our health center has enough evidence to support that: If the organization engages with this health professions training program, it will be beneficial for our health center workforce.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. Our health center has enough evidence to support that: The program will help trainees better adapt to relevant best practices at health centers.

- Strongly Disagree

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- Disagree
- Neutral
- Agree
- Strongly Agree

14. Our health center has enough evidence to support that: The health professions training program is flexible enough to be redesigned to meet the needs of our health center.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. The majority of staff members feel that the program will better meet anticipated workforce needs.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. The majority of staff members feel that the program will lead to improved patient care outcomes.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

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17. The majority of staff members feel that the program will lead to better recruitment of health professionals (e.g., the pool of qualified applicants will increase).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. The majority of staff members at my health center feel that: The costs in time and resources required to implement this health professions training program are worth the potential benefit.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. The following resources are available and sufficient to implement and carry out the health professions training program: Financial, including costs related to implementation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

20. The following resources are available and sufficient to implement and carry out the health professions training program: Staff (e.g., interested and qualified preceptors/supervisors).

- Strongly Disagree
- Disagree

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- Neutral
- Agree
- Strongly Agree

21. The following resources are available and sufficient to implement and carry out the health professions training program: Assistance for staff (e.g. tools, training, coaching, and ongoing support as they adjust to the changes due to implementation of the health professions training program).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

22. The following resources are available and sufficient to implement and carry out the health professions training program: Evaluation resources.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

23. There is a comprehensive implementation team in place for the program (e.g., representatives from multiple departments of the organization, a champion for the program).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

24. The implementation team members for this health professions training program have clearly defined roles and responsibilities.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

25. The implementation team members for this health professions training program have release (protected) time for this health professions training program.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

26. The implementation team members for this health professions training program can keep the momentum going in implementing this health professions training program (e.g., in the face of challenges, over the long run).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

27. The program will be carried out or accomplished according to an implementation plan that has well-formulated and sufficiently detailed action steps and timelines to guide engaged staff.

- Strongly Disagree
- Disagree

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- Neutral
- Agree
- Strongly Agree

28. The program will be carried out or accomplished according to an implementation plan that can be modified or revised due to unexpected barriers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

29. The program will be carried out or accomplished according to an implementation plan that... - is being updated and shared with leadership and staff on a regular basis.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

30. The program will be carried out or accomplished according to an implementation plan that allows for staff input and opinions.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

31. The implementation plan for this program ensures the necessary resources to implement the program are available.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

32. The implementation plan for this program includes a communication plan to share progress with multiple stakeholders, regardless of their direct involvement (e.g., communication to the funder, board of directors, leadership, staff, patients, community partners).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

33. The implementation plan for this program identifies strategies for gaining staff confidence (e.g., employees feel safe and have accepted the new changes).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

34. The implementation plan for this program intends to use data to inform program delivery and to monitor fidelity to the program's model.

- Strongly Disagree
- Disagree

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- Neutral
- Agree
- Strongly Agree

35. The implementation plan for this program includes tracking of the implementation progress (e.g., milestones, spending).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

36. The implementation plan for this program identifies strategies for unanticipated obstacles.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

37. The implementation plan for this program identifies a strategy to monitor the impact of the health professions training program on productivity.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

38. The implementation plan for this program intends to compare anticipated vs. actual progress.

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- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

39. The implementation plan for this program includes an evaluation plan conducted with both quantitative and qualitative measurements.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

40. The implementation plan for this program allows for adequate time to reflect on and evaluate factors influencing the program's success.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

41. The implementation plan for this program allows for adequate time to reflect on and evaluate whether implementation team members are satisfied with the progress outcomes.

- Strongly Disagree
- Disagree
- Neutral

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Agree

Strongly Agree

APPENDIX 2: SURVEY ITEMS WITHIN EACH SUBSCALE

Survey Item	Subscale						
	Implementation Plan	Readiness to Engage	Implementation Team	Financial Resources	Evidence Strength & Quality of the HPT Program	Relative Advantage of the HPT Program	Additional Resources
36. The implementation plan for this program... - identifies <u>strategies for unanticipated obstacles</u> .							
32. The implementation plan for this program... - includes a <u>communication plan</u> to share progress with multiple stakeholders, regardless of their direct involvement (e.g., communication to the funder, board of directors, leadership, staff, patients, community partners).							
38. The implementation plan for this program... - intends to <u>compare anticipated vs. actual progress</u> .							
41. The implementation plan for this program... - allows for <u>adequate time to reflect on and evaluate</u> whether implementation team members are satisfied with the progress outcomes.							
33. The implementation plan for this program... - identifies <u>strategies for gaining staff confidence</u> (e.g., employees feel safe and have accepted the new changes).							
39. The implementation plan for this program... - includes an <u>evaluation plan conducted with both quantitative and qualitative</u> measurements.							
35. The implementation plan for this program... - includes <u>tracking</u> of the implementation progress (e.g., milestones, spending).							
40. The implementation plan for this program... - allows for <u>adequate time to reflect on and evaluate factors influencing the program's success</u> .							
29. The program will be carried out or accomplished according to an <u>implementation plan that... - is being updated and shared</u> with leadership and staff on a regular basis.							

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37. The implementation plan for this program... - identifies a <u>strategy to monitor the impact of the health professions training program on productivity.</u>							
34. The implementation plan for this program... - intends to <u>use data to inform program delivery and to monitor fidelity to the program's model.</u>							
30. The program will be carried out or accomplished according to an implementation plan that... - <u>allows for staff input and opinions.</u>							
27. The program will be carried out or accomplished according to an implementation plan that... - <u>has well-formulated and sufficiently detailed action steps and timelines</u> to guide engaged staff.							
28. The program will be carried out or accomplished according to an implementation plan that... - <u>can be modified or revised due to unexpected barriers.</u>							
31. The implementation plan for this program... - ensures the <u>necessary resources</u> to implement the program are available.							
4. At our health center: <u>Engaging</u> with health professions training is <u>compatible</u> with our organizational culture.							
6. Leaders and managers have taken steps to <u>encourage</u> staff to <u>engage</u> with health professions training.							
5. At our health center: <u>Engaging</u> with health professions training is <u>feasible and appropriate</u> in the life of the organization at this time.							
2. At our health center: <u>Collaboration</u> is encouraged.							
3. At our health center: <u>Engaging</u> with health professions training is a <u>high priority.</u>							
7. Staff are <u>well-informed</u> about the <u>progress</u> of existing and/or planned health professions training programs.							
1. At our health center: Our <u>mission, vision and values</u> towards health professions training are <u>well-communicated and shared.</u>							

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8. Our health center is <u>able to leverage our external relationships</u> to support health professions training program implementation.							
25. The implementation team members for this health professions training program have release (protected) time for this health professions training program.							
26. The implementation team members for this health professions training program can keep the <u>momentum going</u> in implementing this health professions training program (e.g., in the face of challenges, over the long run).							
23. There is a <u>comprehensive implementation team</u> in place for the program (e.g., representatives from multiple departments of the organization, a champion for the program).							
24. The implementation team members for this health professions training program have <u>clearly defined roles and responsibilities</u> .							
9. Our health center is <u>financially able to trial</u> health professions training programs.							
19. The following resources are <u>available and sufficient</u> to implement and carry out the health professions training program: - <u>Financial, including costs related to implementation</u> .							
10. Regarding health professions training, our health center has an <u>overall budget</u> that accounts for our mission <u>to act as a teaching organization</u> .							
14. Our health center has enough evidence to support that: The health professions training program is <u>flexible enough to be redesigned to meet the needs of our health center</u> .							
12. Our health center has enough evidence to support that: If the organization engages with this health professions training program, it will be <u>beneficial for our health center workforce</u> .							
13. Our health center has enough evidence to support that: The program will <u>help trainees better adapt to relevant best practices at health centers</u> .							
11. Our health center has enough evidence to support that: The health professions training program has <u>clear structure and goals</u> .							

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17. The majority of staff members feel that the program will: - <u>Lead to better recruitment of health professionals (e.g., the pool of qualified applicants will increase).</u>							
15. The majority of staff members feel that the program will: - <u>Better meet anticipated workforce needs.</u>							
16. The majority of staff members feel that the program will: - <u>Lead to improved patient care outcomes.</u>							
18. The majority of staff members at my health center feel that: <u>The costs in time and resources required to implement this health professions training program are worth the potential benefit.</u>							
20. The following resources are available and sufficient to implement and carry out the health professions training program: - <u>Staff (e.g., interested and qualified preceptors/supervisors).</u>							
22. The following resources are available and sufficient to implement and carry out the health professions training program: - <u>Evaluation resources.</u>							
21. The following resources are available and sufficient to implement and carry out the health professions training program: - <u>Assistance for staff (e.g. tools, training, coaching, and ongoing support as they adjust to the changes due to implementation of the health professions training program).</u>							