

External Facilitation

What



External Facilitation (EF) (or **coaching, mentoring, consulting**) engages implementation experts from outside an organization to

- help **solve** a problem,
- **streamline** how programs are provided, and/or
- **improve** outcomes.

Activities may include:

- Presenting evidence for a new program
- Engaging program team and recipients
- Training program staff
- Providing content expertise
- Modeling program integration
- Suggesting implementation strategies

Who



requests EF?

- **Multidisciplinary teams** from organizations or
- **Individual service providers**

provides EF?

- Experienced **clinicians**, innovation/treatment **developers**, and/or **researchers**
- **Experts** in implementation support, technical assistance, and process improvement
- **Experts** in implementation content and process

How



does EF work?

- **Scheduled meetings** over 6-24 months or until goals are met.
- **Meeting frequency** may be higher at first then taper over time, as the new program becomes routine.
- **Meeting modalities** may include in-person, videoconference, phone, and email.
- **Necessary resources** may include time (and travel) for facilitators and staff; training materials; and data collection tools, procedures, and documentation.

Why



use EF?

EF is an effective tool to **support implementation of simple and complex programs**, such as those requiring:

- Use of specific or multiple effective practices
- Multiple staff or teams
- New staff, new roles, or new processes
- Performance improvement
- Organizational or systemic change

Considerations



Considerations include:

- **Organizational fit** with needs and with service providers and recipients
- **Balancing adaptations with fidelity** to key program components
- **Attention to cultural adaptations** (e.g., program leads review language access, translation of materials)
- Whether an **internal champion** exists to support and coordinate efforts

Resources

Key citation: [Implementation Facilitation Manual \(VA QUERI\)](#).

Illustrative application: [Vermont Project AWARE](#)

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