

# LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND  
CHANGE TEAMS MAKE LASTING  
IMPROVEMENTS IN HEALTH CARE

## Organizational Readiness to Change Assessment (ORCA)

### *Tool's Purpose*

To evaluate organizational readiness by identifying the barriers and facilitators to implementing change according to three core elements of the PARISH framework (Kitson et al., 1998): evidence, context, and facilitation. According to the tool developers, the use of the Organizational Readiness to Change Assessment (ORCA) can inform what implementation activities or resources should target to improve the success of implementing change (Helfrich, 2009).

### *Brief Tool Description*

- 77 items scored using a 5- point Likert scale. Three scales:
  - Evidence Scale (14 items)
    - Further divided into three subscales: research, clinical experience, and patient preferences.
  - Context Scale (23 items)
    - Further divided into six subscales: leader culture, staff culture, leadership behaviour, measurement (feedback), opinion leaders, and general resources.
  - Facilitation Scale (40 items)
    - Further divided into nine subscales: leadership practices, clinical champion, leadership implementation roles, implementation team roles, implementation plan, project communication, project progress tracking, project resources and context, and project evaluation.

### *Knowledge to Action Framework Phase(s):*

- Assess barriers/facilitators to knowledge use
- Monitor knowledge use

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*Available Languages:* English

*Source to Access Tool:*

- [ORCA tool](#) (tool is an additional file in the article)
- [ORCA tool](#) website
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*Development Article/ Psychometric Article*

- Helfrich, C. D., Li, Y. F., Sharp, N. D., & Sales, A. E. (2009). Organizational readiness to change assessment (ORCA): development of an instrument based on the Promoting Action on Research in Health Services (PARIHS) framework. *Implementation science*, 4(1), 1-13.