

# EXTERNAL FACILITATION

## WHAT



**External Facilitation**, also termed **coaching**, **mentoring**, or **consulting**, engages an expert from outside an organization or system to help solve a problem, reduce variation, and/or improve outcomes.

### Activities may include:

1. engaging and motivating individuals involved including leadership and frontline staff;
2. presenting evidence for a new innovation;
3. training staff;
4. educating patients;
5. providing/brokering content expertise;
6. modeling integration of the innovation

## WHO

### INTENDED FOR

**Multidisciplinary staff teams** from within and across organizations or individual service providers, who perceive the need for external expertise to effect the desired change.



### CONDUCTED BY

**Experts in content** such as:

1. experienced clinicians, innovation (EBP) developers, and/or researchers;
2. expert purveyors in implementation support, technical assistance, process improvement;
3. experts in both content and process.

## HOW

**Scheduled interactions** of a predetermined duration (e.g., 6-24 months), or until target goals are achieved and stabilized. Frequency of meetings may be more intensive initially and tapered over time, as **sustainment of the new innovation becomes routine** practice to internal members.

Meetings occur through varied modalities of interaction (in-person, videoconference, phone, text, virtual communication platforms, email).

Necessary resources may encompass time (and travel) for facilitators, time (and travel) for staff meetings, training materials such as purchasing cost of manuals or toolkits, and sometimes data collection tools and procedures.



## WHERE

External facilitation has been **found effective in supporting implementation of highly complex innovations** such those requiring multiple staff or teams, new staff or new roles and processes, and require very different methods or workflows from those currently being used.



## CONSIDERATIONS

The **external facilitator must consider whether the innovation may require adaptation**. Considerations include the potential fit with the organization, its service providers, and especially the individuals being served. Balancing core functions of the practice with any modifications must be approached with respect for relative fidelity. Input from diverse partners to review language access, translation of materials, and **attention to cultural adaptations** should all be considered.

## MORE INFORMATION

### Key citation:

- [Implementation Facilitation Manual](#)

### Illustrative application:

- [Implementing Motivational Interviewing to Address Organizational Goals](#)

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