

Implementation of Evidence-Based Practices: A Networking Opportunity

	Defining the problem	Locus of Work	The Solution
Technical	CLEAR	AUTHORITY	OPTIMIZE EXECUTION
Adaptive	REQUIRES LEARNING	STAKEHOLDERS	EXPERIMENTS & SMART RISKS

Ten Adaptive Flags

1. **No Known Solution**—There is a gap between the current reality and aspiration that you don't have the skills or knowledge to close.
2. **People Would Rather Avoid the Issue**—Balancing two ideas is not possible; therefore, working on the challenge creates tension and conflict.
3. **Reason and Logic Alone Won't Get You There**—There are competing values at play or there is a gap between what people say and what they do.
4. **Recurring Problem**—Challenge reappears after fix is applied.
5. **Emotional Response**—Working on this challenge makes people feel uncomfortable; they experience an emotional response such as a feeling in their gut or a knot in a muscle.
6. **Failure to Resolve Competing Priorities**—You are being asked to do more with less instead of making tough tradeoffs.
7. **Moving Forward Feels Risky**—Making progress on this challenge means putting your reputation, relationship, and job at risk.
8. **Casualties**—In order to move forward, some people may be left behind.
9. **People Must Work Across Boundaries**—No one person or group can fix the problem alone.
10. **Progress Is Not Linear**—No direct path to get to a better outcome; trial and error is necessary

SOURCE: [+ACUMEN ADAPTIVE LEADERSHIP: MOBILIZING FOR CHANGE \(2018, APRIL\)](#)

Implementation of Evidence-Based Practices

Implementation Stages

1. Exploration & Adoption

- Someone thinks about using an innovation
- Assess needs; examine fit and feasibility;
- Make decision

2. Program Installation

- Develop structural supports
- Funding streams
- HR strategies
- Policy development
- Referral mechanisms
- Reporting frameworks & outcome expectations
- Realign current staff
- Hire new staff w/ qualifications
- Secure space
- Purchase technology
- Staff training

3. Initial Implementation

- Initially, fear of change
- Inertia & investment in status quo combine with complexity of implementing something new.
- Changes in skill levels, organizational capacity, organizational culture.

4. Full Implementation

- New learning integrated into practitioner, organization, community, and practices, policies, and procedures
- Full staffing and full client loads
- EBPs done w/ proficiency & skill
- Outcomes are measurable
- Managers & administrators support & facilitate new practices
- The community has adapted to the intervention

5. Innovation

- Fidelity first before innovation.
- Refine & expand the practices
- Program drift = a threat to fidelity or desirable changes = innovations to be included in the model? Research to practice *and* practice to research?

6. Sustainability

- 2-4 years
- Staff turnover and replacement
- Leaders, funding streams, and program requirements change

SOURCE: *National Implementation Resource Network Active Implementation Hub*