

WORKFORCE/LEADERSHIP RESOURCE I-page SUMMARY #25: Implementing Evidence-based Practice

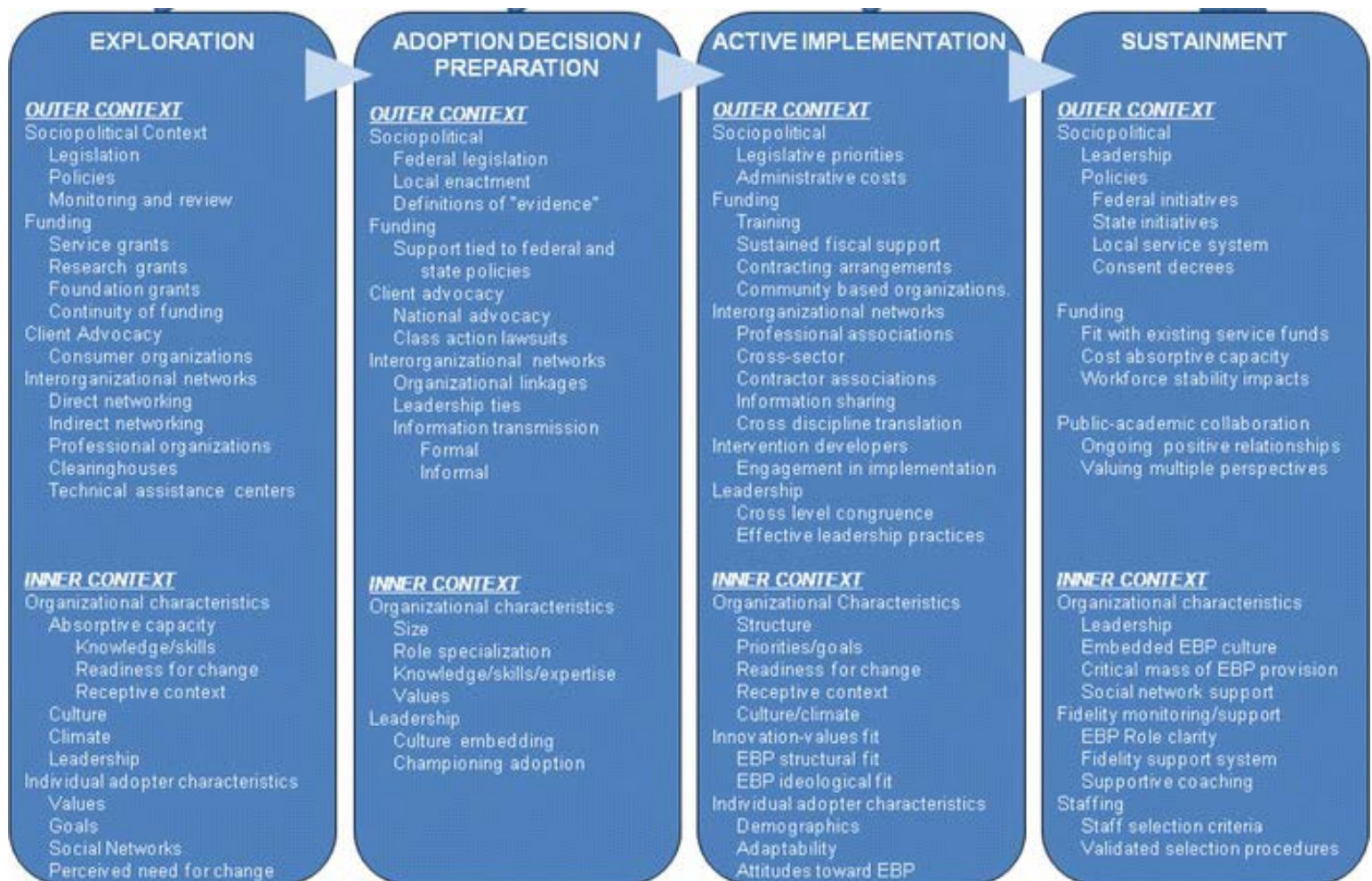
Resource: Aarons, G.A., Hurlburt, M., & Horwitz, S.M. (2011). Advancing a conceptual model of evidence-based practice implementation in public service sectors. *Administration and Policy in Mental Health*, 38(1), 4-23.

WHAT IS THIS RESOURCE?

This paper discusses a **four-phase implementation process model**, adapted to **public service sector settings**. The paper highlights the **important variables, challenges, and opportunities** of each phase (*Exploration, Adoption/Preparation, Implementation, & Sustainment*), considers **inner and outer contexts**, and discusses **implications for further research**.

WHAT ARE THE CRITICAL FINDINGS?

- Service delivery and client outcomes can be improved by implementing innovative practices. Implementing Evidence Based Practices (EBP) can be **complex, challenging, and non-linear** due to the multi-layered nature of public service agencies.
- The **first phase** involves awareness of an issue needing attention. In the **second phase**, agencies experiment with ideas prior to large-scale implementation. **Implementation** factors involve micro and macro issues. **Sustainment** indicates continued use of an innovation in practice.
- The figure below identifies the phases and factors affecting implementation:



WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Awareness of the challenges of implementation will help agencies better navigate the EBP implementation process. Agencies should take steps to **develop partnerships** with consumers, and community stakeholders, as well as a **positive organizational culture**, to ensure better EBP sustainment results. **Leadership, training, and reducing staff turnover** are essential implementation issues that must be addresses as well.