

Actions that Accelerate Technology Transfer

stages in the diffusion of an innovation



suggested actions for: States and Systems

States and Systems

> Provide objective information/data about current practices within the addiction field that can: 1) be used to determine which practices should be discontinued; or 2) be used as a point of comparison for testing new clinical practices.

> Encourage organizational quantitative and qualitative analysis of client outcomes.

> Establish an enduring and flexible infra-structure to foster bi-directional communication and promote the use of evidence-based practices (EBPs) in addiction services.

> Have a current and thorough understanding of the treatment system, the interventions that are utilized, and the outcomes being achieved.

> Be involved in a systematic approach to review available evidence and recommend changes in intervention and treatment strategies, as appropriate.

> Increase awareness of new service practices among individual practitioners, service provider organizations, and state agencies.

> Increase knowledge about effective implementation strategies.

> Encourage state universities with addiction studies programs to include evidence-based practices in curricula.

> Remove policy and fiscal barriers that foster resistance to adopt new practices.

> Identify and connect relevant networks that may have a vested interest in using evidence-based practices.

> Create learning community cultures at state, regional and local levels.

> Support providers whenever possible by investing (funds, resources etc.) to assist providers who seek to adopt new practices.

> For state contracted providers, set cost centers and provide reimbursement for clinical supervision service hours.

> Offer financial incentives for state-contracted providers' use of evidence-based practices, i.e. support a service reimbursement rate commensurate with the level of work required to implement new interventions.

> Track the utilization of specific practices among service providers.

> Provide cross-state trainings on EBPs when possible.

> Assist providers with implementation and fidelity strategies by having state-level staff and/or a cadre of consultants who are trained in specific evidence-based practices and can provide additional guidance.

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suggested actions for: Researchers

Researchers

> Engage in regular communication with other researchers, treatment provider organizations, and clinicians.

> Apply for grants to conduct addictions related research.

> Conduct research and participate in clinical trials on applied clinical practices.

> Participate in research networks to increase the efficiency of clinical research, facilitate collaboration and information sharing, reduce duplication, and broaden the scope of the research.

> Convey research findings in terms that can be easily understood by clinicians, and discuss how to apply research findings to clinical practice.

> Include in research publications specific information related to contexts that influence outcomes, such as, the care setting, the patient/client, organizational factors, and the desired behavior change.

> Publish findings from research and offer presentations to the respective fields.

> Facilitate the understanding of research processes and the importance of research to clinical practice, i.e., promote the review and critique of research, participate in a formal research committee to identify and promote active research projects work with addiction professionals to champion research projects, etc.

> Specifically look at the adoption phase from a research perspective.

> Conduct research on implementation strategies.

> Serve as “purveyors” – individuals representing a program or practice who actively work with implementation sites to implement that practice or program with fidelity and good effect.

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suggested actions for: **ATTCS**

ATTCS

- > Foster/facilitate relationships and communication between researchers, addiction treatment organizations, clinicians and the recovery community.
- > Stay abreast of new research.
- > Promote the importance of translation to the research community.
- > Assist in conveying practical needs to researchers.
- > Survey the workforce to identify issues needing research.

- > Identify which tools are needed and meet those needs by developing practical tools.
- > Create publications and other materials that synthesize research using terms that are easy to understand.

- > Raise awareness about EBPs through trainings, presentations, and marketing.
- > Prepare the field to use EBPs through workforce development activities, such as leadership development and clinical supervision training.

- > Listen to organizational needs.
- > Help organizations in making decisions about how to match evidence-based practices with organizational needs and resources.
- > Facilitate a variety of organizational change strategies.

- > Provide ongoing skill development and coaching opportunities related to specific EBPs and implementation strategies.
- > Build and maintain learning communities or communities of practice.

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suggested actions for: Organizations

Organizations

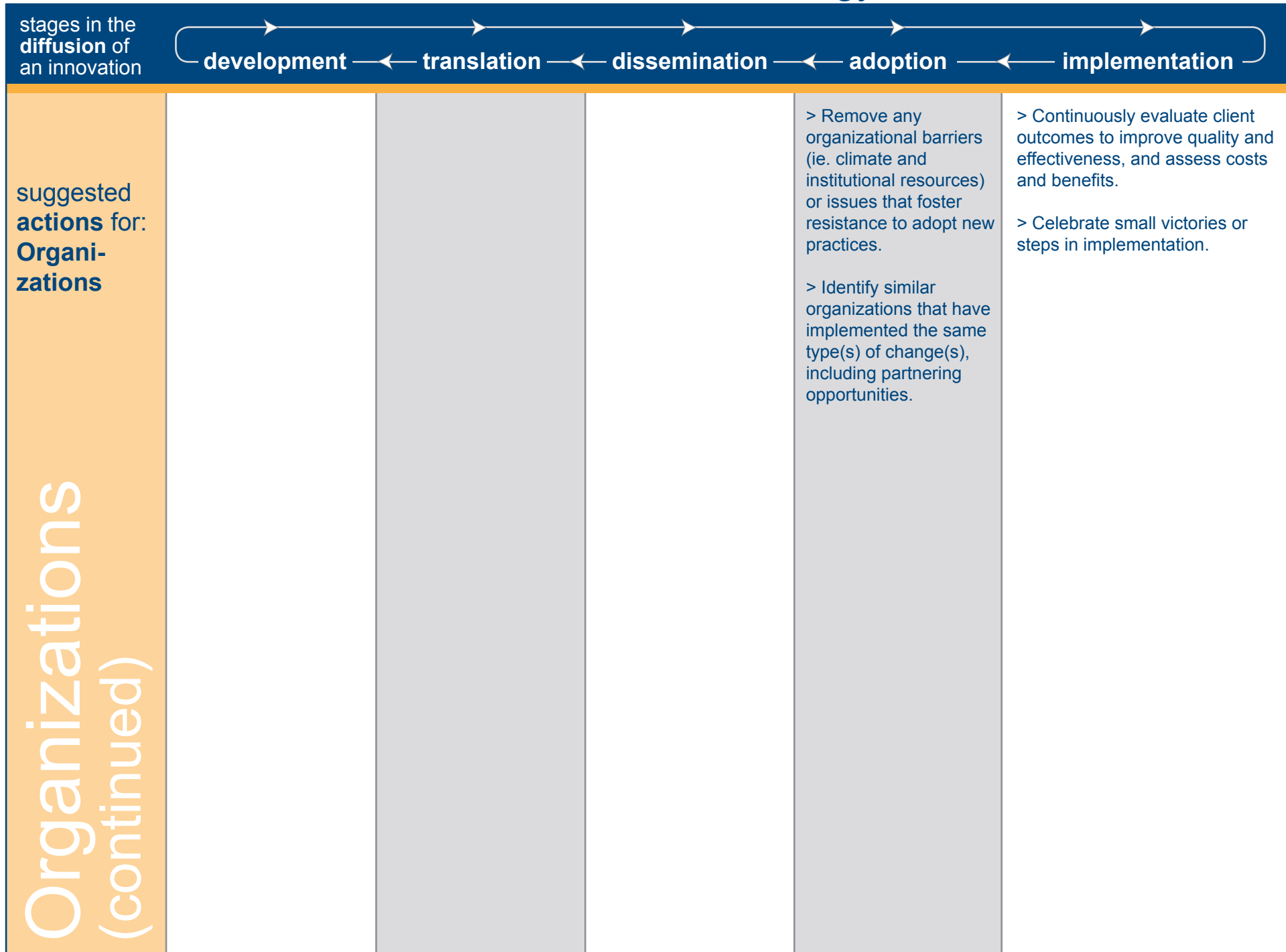
- > Identify program/client needs for improvement within the organization.
- > Engage in communication with researchers to share identified research needs.
- > Stay abreast of current research, particularly at leadership levels.
- > Participate in clinical trials.

- > Use a variety of media to disseminate information to staff.
- > Promote evidence-based thinking and an organizational culture that values research.
- > Increase knowledge of effective implementation strategies.
- > Engage in communication with local ATTC Regional Centers.
- > Support workforce development efforts.
- > Support staff to attend trainings, conferences, and summer institutes.

- > Examine the “fit” of a particular intervention to the organization in the areas of: relevance, timeliness, clarity, credibility, replicability and acceptability.
- > Display strong leadership to promote clarity of purpose, express the importance of proposed changes, garner support, and inspire confidence in staff to make changes/use new practices.
- > Identify natural “change leaders” among staff who can facilitate the adoption the new practice.
- > Use organizational readiness assessments, and other assessments (formative and summative) that assess the organization’s readiness to adopt.
- > Implement a collaborative planning model that involves staff from all levels of the organization.

- > Provide training and skill development opportunities for clinicians and supervisors to increase/sustain competency in the practice.
- > Require frequent interpersonal contact and monitoring, such as supervision or mentoring.
- > Support clinical supervision to enhance fidelity to the EBP.
- > Provide incentives for use of new practice(s).
- > Keep lines of communication open between leadership and staff.
- > Encourage questions and problem-solving.
- > Ensure the availability of funding streams, human resource strategies, as well as create referral mechanisms, reporting frameworks, and outcome expectations.
- > Develop and support policies that facilitate implementation of new practices.
- > Allocate resources to support implementation.

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<p>suggested actions for: Clinical Supervisors</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Clinical Supervisors</p>	<p>> Continually keep abreast of the best available science to successfully help a variety of patients/clients and presenting problems.</p>	<p>> Share your efforts at using new practices with other clinician supervisors.</p>	<p>> Promote the use of new practices within the context of clinical supervision.</p> <p>> Maintain personal professional development and licenses/certifications.</p> <p>> Provide training to staff.</p> <p>> Support overall staff development.</p> <p>> Contribute to and foster the “evidence-based culture” within the organization.</p> <p>> Work with local ATTC.</p>	<p>> Assist in determining the appropriateness of the new intervention selected relative to the specific needs of the clients served.</p> <p>> Reinforce positive attitudes among clinicians to adopt and implement new practices.</p> <p>> Determine the accuracy of clinicians’ skills to recommend best-fit match of clinicians with any particular new practice.</p> <p>> Relate compatibility of practice with regulations and standards (federal, state, accreditation, etc.).</p> <p>> Communicate barriers to the adoption of EBPs to the leadership of the organization.</p>	<p>> Supplement formal training knowledge with “real world knowledge” so clinicians can learn the value and practical application of the new practice.</p> <p>> Support the clinician in adopting new clinical practices through the provision of focused supervision, guidance and feedback.</p> <p>> Provide clinician(s) a structured process to ensure efficient use of time and resources, and allow time in supervision for reflection on the quality of services offered to the clients.</p> <p>> Develop and continually reinforce personal skills in any practice selected for implementation.</p> <p>> Monitor clinicians via observance of direct service provision or review of clinical documentation to ensure fidelity and consistency in adherence to new evidence-based practice.</p> <p>> Promote the clinician’s conceptualization and understanding of the theory and skills related to any new practice.</p> <p>> Celebrate the use of new practices.</p>

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suggested actions for: Individual Clinicians

Individual Clinicians

> Continually keep abreast of the best of available science to successfully help a variety of patients/clients and presenting problems.

> Communicate client needs to clinical supervisors and organizational leadership so that they may communicate those needs to researchers.

> Seek out and connect with researchers whenever you have a “hunch” that a clinical practice should be considered for research (practice based evidence).

> Share your efforts at using new practices with other clinicians.

> Attend trainings, summer institutes, conferences.

> Maintain certification and/or licensure.

> Engage in continuing education activities.

> Subscribe to electronic and print publications.

> Maintain membership professional organizations.

> Adopt the valuable attitudes of therapist openness and curiosity, and be aware of personal values, biases and theoretical assumptions.

> Cultivate intrinsic incentives to adopt new practices, such as the desire to offer one’s clients the most effective treatment available, and a sense of personal growth in using cutting edge innovations.

> Give new ways of “practice” time to work before claiming failure.

> Understand that adoption does not equal implementation.

> Seek out and participate in structured supervision and coaching processes to ensure adherence and fidelity to the new practice.

> Become increasingly proficient in the delivery of the new practice Monitor client responsiveness to new practice and report needed modifications to supervisor and/or researchers.

> Actively participate in all training and coaching sessions.

> Actively use fidelity measures when and wherever appropriate.

> Celebrate the use of new practices.