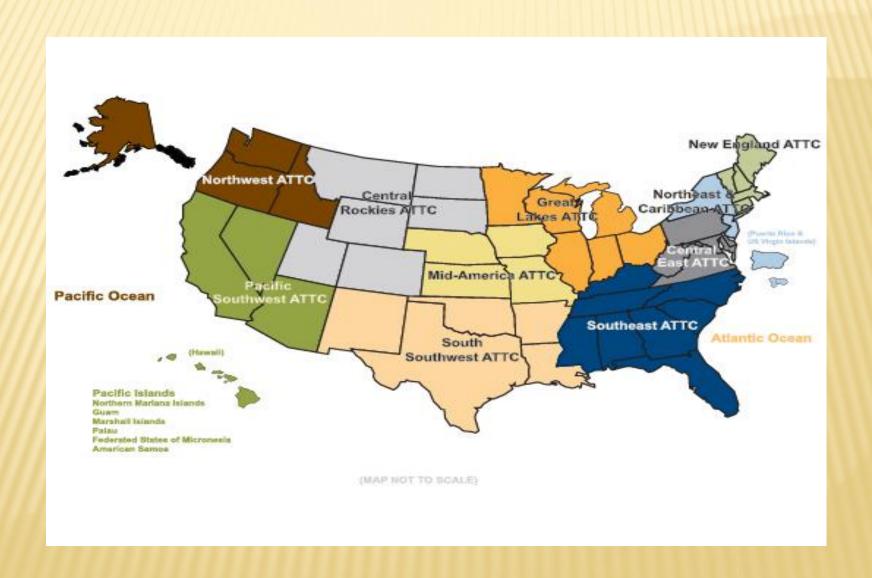# THE "WHAT" AND "HOW" OF EVIDENCE BASED PRACTICES (EBP)

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ATTC NETWORK (2013-2017)

SOUTHEAST ADDICTION TECHNOLOGY TRANSFER CENTER (SOUTHEAST ATTC)

Southeast ATTC is one of 10 Regional and 4 National Focus resource centers for addiction-related information funded through by the Substance Abuse and Mental Health Services Administration (SAMHSA). Southeast ATTC, located at the National Center for Primary Care at the Morehouse School of Medicine in Atlanta.

ATTC PURPOSE

- Raise awareness of evidence-based and promising treatment and recovery service practices,

- Build skills to prepare the workforce to deliver state-of-the-art addictions treatment and recovery services, and

- Change practice by incorporating these new skills into everyday use for the purpose of improving addictions treatment and recovery outcomes.
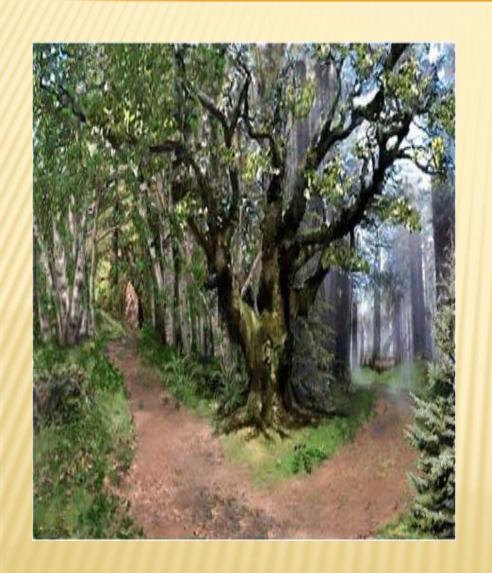
LEARNING OBJECTIVES:

* Become familiar with utilizing the "Change Book" for implementing a comprehensive strategy for implementing a practice change
* Discuss barriers and challenges to implementing a practice
* Discuss various frameworks for evaluating a practice
* Describe evaluation criteria to existing evidence-based practices to determine "fit" for your region or agency
* Describe the necessary steps for successful implementation of an evidence-based practice

One day Alice came to a fork in the road and saw a Cheshire cat in a tree.

"*Which road do I take*?" she asked.

His response was a question: "*Where do you want to go*?"

"*I don't know*," Alice answered.

"*Then*," said the cat, "*it doesn't matter*."

Lewis Carroll
Alice in Wonderland

www.attcnetwork.org/explore/priorityareas/techtrans/docs/thechangebook2010.NofI.pdf

A DEFINITION OF "TECHNOLOGY TRANSFER"

A multidimensional process that intentionally promotes the use of an innovation. Technology transfer begins during the development of an innovation, continues through its dissemination, and extends into its early implementation. This process requires multiple stakeholders and resources, and involves activities related to the translation and adoption of an innovation. Technology transfer is designed to accelerate the diffusion of an innovation.

PRINCIPLES NEEDED FOR SUCCESSFUL TECH TRANSFER:

- **<u>Relevant</u>**- The technology in question must have obvious practical applications

- **<u>Timely</u>** – Recipients must acknowledge the need for the technology now or in the very near future

- **<u>Clear</u>** – The language used to transfer the technology must be easily understood by the target audience

- **<u>Credible</u>** – The target audience must have confidence in the proponents / sources of the change

PRINCIPLES NEEDED FOR SUCCESSFUL TECH TRANSFER:

- **<u>Multifaceted</u>** – Technology transfer will require a variety of activities and formats suited to the various targets of change.

- **<u>Continuous</u>** – The new behavior must be continually reinforced at all levels until it becomes standard and then is maintained as such.

- **<u>Bi-Directional</u>** – From the beginning individuals targeted for the change must be given opportunities to communicate directly with plan implementers

TEN STEPS FOR TECH TRANSFER

* Identify the need
* Organize the team to address the need
* Identify the desired outcome
* Assess the organization readiness
* Assess the specific audiences targeted
* Identify the approach that has "best fit"

TEN STEPS FOR TECH TRANSFER (CONT.'D)

* Design an action and maintenance plan for your change initiative

* Implement the action and maintenance plans

* Evaluate the progress of your initiative

* Revise action/maintenance plans based on evaluation results

STEP 1 – IDENTIFY THE NEED

* What is the issue or problem

* What data or other information support the existence of this issue or problem

* What is the current practice in your organization that might be contributing to or maintaining this problem

STEP 2 – ORGANIZE A TEAM FOR ADDRESSING THE PROBLEM

* Who is affected by the problem
* What do each of these groups think about the problem?
* Is there a perceived need for change by each of these groups?
* Who will your team members be and how will you chose them?
* How will you encourage and reward their participation?

STEP 3 – IDENTIFY THE DESIRED OUTCOME

- What does current research show to be a realistic outcome for the problem?

- How have colleagues in similar organizations addressed the problem?

- What do staff members think would be a realistic outcome for the problem?

- Reflecting on this information what will be your desired outcome?

STEP 4 – ASSESS THE ORGANIZATION OR AGENCY

- **Organizational Levels**
  - Program / organizational level
  - Practitioner / clinical level
  - Client / patient level
- **Barriers to Change**
  - System Structure
  - Policy Makers
  - The Research Community
  - Agency Staff
  - The Client Population

BARRIERS OR CHALLENGES WILL INCLUDE

* Administrative philosophy
* Organizational policy
* System structure
* Unclear literature (regarding the practice or innovation)
* Agency staff (resistance, insufficient communication)
* Client population

OTHER BARRIERS TO ADOPTION INCLUDE

- The innovation itself may be difficult to implement
  - Specialized training and ongoing supervision may be required to fully implement the innovation
- Limited organizational resources
  - unavailability of physicians or nursing staff for medications
  - the technology may not be there (computers, EHR systems, etc)
  - physical space constraints
- Financing issues
  - the approach may not be reimbursed by third parties
  - start up costs (free vs. proprietary materials)

THE STAGES OF CHANGE

* Pre-contemplation
* Contemplation
* Preparation
* Action
* Maintenance

STEP 5 – ASSESS THE SPECIFIC AUDIENCE TO BE TARGETED

* Who will be targeted for the desired change?

* Are there any incentives to change?

* What are the barriers to change?

* At what stage of change are each of these target audiences

* Who are the opinion leaders in each of the groups?

* What additional support will the target audience(s) need to bring about the change?

STEP 6 – IDENTIFY THE APPROACH MOST LIKELY TO ACHIEVE THE DESIRED OUTCOME.

- What approach does research indicate to be effective in addressing the problem?

- How have colleagues in other organizations addressed similar problems?

- What do staff members think is the most appropriate appropriate approach to achieve the desired outcome?

- Reflecting on the information obtained, what is the desired approach you've identified?

- What are your reasons for selecting this particular recommended approach?

STEP – 7 DESIGN ACTION AND MAINTENANCE PLANS FOR YOUR CHANGE INITIATIVE

- Based on the Stages of Change what are the strategies and activities that you think will work best for each organizational level.

- What is the timeline for the change initiative?

- What resources are needed to implement the strategies and activities?

- How will you collect, analyze and report baseline data?

- What resources will be needed to implement and maintain this initiative?

WHAT ARE "EVIDENCE-BASED PRACTICES"?

"Interventions that show consistent scientific evidence related to preferred client outcomes."

A GENERAL FRAMEWORK FOR CONCEPTUALIZING AND EVALUATING EVIDENCE-BASED PRACTICES

* Gold Standard or First Tier
  + Multiple randomized clinical trials
* Second Tier
  + Consensus reviews of available science
* Third Tier
  + Expert opinion based on clinical observation

SPECIFIC FRAMEWORK FOR EVALUATING A PRACTICE OR INNOVATION

- NREPP: SAMHSA's National Registry of Evidence-Based Programs & Practices (196)
  - http://nrepp.samhsa.gov/
  - Useful for assessing whether or not an intervention is an EBP

2008 South Coast ATTC Compendium of Evidence Based Practices

www.attcnetwork.org/regcenters/productdocs/14/2008_scattc_compendium_ebps.pdf

NREPP: SAMHSA'S NATIONAL REGISTRY OF EVIDENCE-BASED PROGRAMS & PRACTICES

- Provides **descriptive information**
- Evaluates the supporting science in terms of the **quality of research**
- Provides an indicator or measure of the intervention's **readiness for dissemination** (and thus readiness for adoption)

NREPP: SAMHSA'S NATIONAL REGISTRY OF EVIDENCE-BASED PROGRAMS & PRACTICES

- **Descriptive information includes**:
  - Areas of interest (e.g. AOD or MH)
  - Demonstrated outcomes
  - Population descriptors (ages, sex, races, etc.)
  - Settings (OP, home, community, urban vs. rural, etc.)
  - Implementation history
  - Funding sources
  - Adaptations
  - Adverse effects
  - Costs

NREPP: SAMHSA'S NATIONAL REGISTRY OF EVIDENCE-BASED PROGRAMS & PRACTICES

× **Quality of research measures-** reviewers are doctoral level and have a strong background in methods of evaluation. Ratings are from 0-4 in each of the following categories:

+ Reliability of measures
+ Validity of measures
+ Intervention fidelity
+ Missing data and attrition
+ Potential confounding variables
+ Appropriateness of analysis

NREPP: SAMHSA'S NATIONAL REGISTRY OF EVIDENCE-BASED PROGRAMS & PRACTICES

- **Readiness for dissemination measures-** reviewers are consumers of service, service providers, or experts in the field of implementation. Ratings are 0-4 in each of the following categories:
  - Availability of implementation materials
  - Availability of training and support resources
  - Availability of quality assurance procedures

NREPP IS CONCERNED WITH EVALUATING PRACTICES AND INNOVATIONS AND PRESENTING THEM IN A WAY THAT ALLOWS PROVIDERS TO REVIEW, EVALUATE AND DETERMINE WHETHER THE PRACTICE IS APPROPRIATE FOR THEIR REGION OR AGENCY. IT DOES NOT TELL YOU, HOWEVER, WHICH PRACTICE YOU SHOULD USE FOR YOUR SPECIFIC REGION OR AGENCY.

STEP 8 – IMPLEMENT THE ACTION AND MAINTENANCE PLANS FOR YOUR CHANGE INITIATIVE

- ✖ This Step will occur between 6 and 9 months from the initiation of the process

STEP 9 – EVALUATE THE PROGRESS OF YOUR CHANGE

* As you implement the change initiative what is the initial feedback from the target audience?

* From the various target audiences what changes need to be made?

* Have the objectives of your change initiative been met?

* How will you share the results with frontline staff?

* How will you celebrate successes /results and support continuous feedback?

STEP 10 – REVISE YOUR ACTION AND MAINTENANCE PLAN BASED ON EVALUATION RESULTS

- How will you incorporate evaluation feedback into your plans?

- How will you address resistance to the change initiative?