

A Closer Look at Developing an Enabling Context and Facilitators/Barriers to Implementation
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Li, S. A., Jeffs, L., Barwick, M., & Stevens, B. (2018). Organizational contextual features that influence the implementation of evidence-based practices across healthcare settings: A systematic integrative review. *Systematic Reviews*, 7(1), 72.

Contextual Construct	Key Themes ¹	Implications for Leaders
1. Organizational Culture	<p>Facilitators</p> <ul style="list-style-type: none"> • Openness to trialing new innovations • Culture of learning • Culture of innovation • Positive staff attitudes and behaviors toward initiative <p>Barriers</p> <ul style="list-style-type: none"> • High level of autonomy in decision-making 	<ul style="list-style-type: none"> • Assess staff attitudes and seek to increase motivation • Develop implementation teams • Develop team meeting agendas through a learning lens (e.g., use of data and information, shared analysis and problem solving)
2. Networks and Communication	<p>Facilitators</p> <ul style="list-style-type: none"> • Materially based partnerships to secure needed resources for implementation • Symbolically based interorganizational <i>collaboration</i> to promote shared understanding of problem and solution and bolster legitimacy • <i>Strong teams</i> with an ability to communicate effectively and capacity to problem solve • Establishment of systems and processes to more effectively manage information and <i>communication</i> about the change initiative <p>Barriers</p> <p>Poor multidisciplinary <i>teaming</i></p>	<ul style="list-style-type: none"> • Develop implementation teams • Identify purpose of partnerships (leverage resources, promote legitimacy, develop consensus) • Develop and implement communication protocols with key stakeholders including service recipients such as families • Use formal stakeholder engagement tool (Identify, Analyze, Map and Plan)

¹ Sub-features of contextual constructs captured in bolded italics

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3. Leadership	<p>Facilitators</p> <ul style="list-style-type: none"> • Transformational leaders who promote clear roles, effective teamwork, and a culture of learning • Leaders who serve as providers of ‘new knowledge’ • Integration of new programs and processes into “business as usual” by senior leaders <p>Barriers</p> <ul style="list-style-type: none"> • Middle managers who feel unsupported by senior leaders • Leadership lacking in authority • Leadership unsupportive of change <p>Leadership that neglects to hold staff accountable for the change</p>	<ul style="list-style-type: none"> • Articulate clear roles and responsibilities (e.g., revise job descriptions) • Develop a business process that identifies when and how change initiative (EBP) will align with current ways of work • Develop specific strategy for supporting middle managers
4. Resources	<p>Facilitators</p> <ul style="list-style-type: none"> • Financial resources in the form of dedicated funding for the change initiative including staff time, training, coaching and monitoring, evaluation, and human resources • Staffing (workload) that includes assigning dedicated staff to implementation activities • Dedicated time for staff to implement the EBP • Education and training that promotes interdisciplinary collaboration • Continuously offered education and training opportunities (all training offered several times) <p>Barriers</p> <ul style="list-style-type: none"> • Insufficient staffing is a major implementation challenge for middle managers • Time constraints including more urgent, competing demands for staff 	<ul style="list-style-type: none"> • Be clear about how much and how many resources will be needed • Dedicate specific resources (financial, human, and technological) to implementation • Do not rely on existing resources; carve out what will be needed for staff time, etc.

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	Unclear <i>educational materials</i> and reminders and inconsistent use of educational materials	
5. Evaluation, Monitoring and Feedback	<p>Facilitators</p> <ul style="list-style-type: none"> • Appropriate feedback mechanisms that preserve engagement of staff implementing the EBP • Active and engaged leaders who seek feedback • Soliciting feedback early from middle managers to assuage concerns <p>Barriers</p> <p>Leaders who don't seek feedback from middle managers and staff using the EBP</p>	<ul style="list-style-type: none"> • Develop and implement feedback protocols, including processes for both gathering and using feedback
6. Champions	<p>Facilitators</p> <ul style="list-style-type: none"> • Internal champions who are experts on the EBP • Internal champions who are available for troubleshooting and for training other staff • Champions who provide a sense of familiarity among colleagues and belief in the champion's expertise <p>Barriers</p> <p>Lack of motivation by staff asked to use the EBP</p>	<ul style="list-style-type: none"> • Identify internal champions • Communicate who champions are • Allocate resources for champions • Clarify the role of champions (e.g., who are champions supporting) • Develop a communication plan for champions, implementation teams, and other key stakeholders