



## Handout 6

### Organizational Components

Implementation of evidence-based practices and programs almost always requires organizational change. The elements often described as important to organizational change are these:

- *Commitment of leadership to the implementation process*
- *Involvement of stakeholders in planning and selection of programs to implement, to encourage buy-in and ownership during implementation and continuing operations, and to keep negative forces at bay*
- *Creation of an implementation task force made up of consumers and stakeholders, including unions and community leaders to oversee the implementation process*
- *Suggestions for “unfreezing” current organization practices (including the use of external consultants or purveyors), changing those practices and integrating them to be functional, and then reinforcing the new levels of management and functioning within the organization*
- *Resources for extra costs, effort, equipment, manuals, materials, recruiting, access to expertise, and retraining for new organizational roles associated with implementation of an innovation*
- *Alignment of organizational structures to integrate staff selection, training, performance evaluation, and ongoing training*
- *Alignment of organizational structures to achieve horizontal and vertical integration*
- *Commitment of ongoing resources and support for providing time and scheduling for coaching, participatory planning, exercise of leadership, and evolution of teamwork*