

**Title of Presentation:** Staff Selection As A Core Component Of EBP  
Implementation: Findings From Ohio's Study Of IDDT  
Program Development

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A recent comprehensive review of the implementation literature identified several core components of successful evidence-based practice (EBP) implementation, including: staff selection, pre-service and in-service training, ongoing consultation and coaching, staff and program evaluation, facilitative administrative support, and systems interventions (Fixsen, Naoom, Blase, Friedman, & Wallace, 2005). These components,

also called “implementation drivers,” are characterized as integrated and compensatory, and are conceptualized as salient at multiple levels of the implementation process.

Experimental research on the first of these identified implementation drivers—staff selection—has focused largely at the practitioner level, examining the characteristics, credentials, skills, behaviors, etc., predictive of good service delivery. Some procedures have been described and some data have been collected around practitioner selection, although in general, the functional components of effective staff as well as the process of effective staff selection have little empirical support. A few descriptions of staff selection for EBP implementation at the organizational level do exist, however no data on the selection process or criteria for selection have been reported. At the purveyor level (see Fixsen et al. for a description of a purveyor) selection of staff has been discussed in the literature and by national experts in preparation for the National Evidence Based Practices Project. However, research on criteria for effective purveyor staff functioning and the process of selecting purveyor staff has not been conducted.

The Ohio Substance Abuse and Mental Illness Coordinating Center of Excellence (SAMI CCOE) has been a purveyor of the Integrated Dual Disorder Treatment model (Biegel, D.E., Kola, L.A., Ronis, R. J., Boyle, P.E., Delos Reyes, C. M., Wieder, B., & Kubek, P., 2002) for nearly five years and has been formally monitoring and studying Ohio’s IDDT implementation processes. Ohio’s State Mental Health Department was one of eight that participated in the National Implementing Evidence Based Practices Project, funded in part by SAMHSA and coordinated by the Dartmouth Psychiatric Research Institute. A goal of that project was to illuminate the EBP implementation process and thereby identify facilitators and barriers to successful program establishment and maintenance in community treatment centers. Data collected over the project period confirm the salience of staff selection as a critical component of EBP implementation at the practitioner, organization, and purveyor levels. The project data have also provided empirical support for previously identified and newly emerging functional components of staff selection. New insights into the untapped area of purveyor staff selection criteria and processes are an important finding from Ohio’s data.

This workshop will provide an overview of conceptual frameworks, including the core implementation components (specifically staff selection), that emerged from a comprehensive review of the implementation literature. In addition, results will be presented from Ohio’s participation in the National Implementing EBPs Project that take an important step toward clarifying and operationalizing staff selection as a core component of effective implementation as well as suggesting its relationship to the course of program development and implementation outcome (fidelity). These results will focus specifically on practitioner and purveyor staff selection. A rationale for carefully measuring the effectiveness of strategies for staff selection and the ways in which this implementation component interacts with others will be explained as the logical target of future research in this important field.

## **References**

Biegel, D.E., Kola, L.A., Ronis, R. J., Boyle, P.E., Delos Reyes, C. M., Wieder, B., & Kubek, P. (2003). The Ohio Substance Abuse and Mental Illness Coordinating Center of Excellence: Implementation Support for Evidence-Based Practice. *Social Work Research, 13, 4*, 531-545.

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