

# LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND  
CHANGE TEAMS MAKE LASTING  
IMPROVEMENTS IN HEALTH CARE

## Implementation Climate Scale (ICS)

### *Tool's Purpose*

The Implementation Climate Scale (ICS) measures employees' shared perceptions regarding the importance of implementing and using EBP, and the components of the organizational context that are indicative of a supportive organizational environment that prioritizes and values EBP (Ehrhart et al., 2014).

### *Brief Tool Description*

- 18 items, 5-point Likert scores. Six Dimensions:
  - Focus on evidence-based practices (EBP) (3 items)
  - Educational support for EBP (3 items)
  - Recognition for EBP (3 items)
  - Rewards for EBP (3 items)
  - Selection for EBP (3 items)
  - Selection for openness (3 items)

### *Knowledge to Action Framework Phase(s):*

- Assess barriers/facilitators to knowledge use
- Monitor knowledge use

*Available Languages:* English

### *Source to Access Tool:*

- [ICS Tool PDF](#)
- [ICS Tool Scoring Guide](#)
- Dr. Mark G. Ehrhart
  - Primary author of development paper for ICS
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*Development Article/ Psychometric Article*

Ehrhart, M.G., Aarons, G.A. & Farahnak, L.R. (2014). Assessing the organizational context for EBP implementation: the development and validity testing of the Implementation Climate Scale (ICS). *Implementation Science*, 9, 157. <https://doi.org/10.1186/s13012-014-0157-1>