

Knowledge-to-Action Framework - Sustaining knowledge use by identifying facilitators and barriers and integrating effective sustainment strategies

Sustaining a practice change often means determining how to mitigate barriers and enable facilitators that continue beyond the implementation phase. The list below identifies common barriers and facilitators to sustainability and categories them on one of four themes - 1) the practice change (or innovation); 2) the local context or setting; 3) change agents' knowledge and skills (or capacity) to sustain change; and 4) the existing organizational processes. Beyond the identification of these variables, having the know-how to navigate sustainability challenges can be helpful. See below for nine sustainment strategies that can be adopted to maximize facilitators and address barriers.

Facilitators and barriers to sustaining knowledge use/practice changes

Practice change/ innovation		Local context/environment	
Facilitators: <ul style="list-style-type: none"> Accepted Accessible Adequate Appropriate Effective/beneficial Modifiable Fidelity can be maintained 	Barriers: <ul style="list-style-type: none"> Not a good fit for the setting Unable to modify as needed over time 	Facilitators: <ul style="list-style-type: none"> Leadership Structures and policies Organizational climate and culture supportive of EBP 	Barriers: <ul style="list-style-type: none"> Unsupportive leadership of sustaining Outdated structures and policies Climate/culture that does not support sustaining EBP
Change agents' knowledge and skills/capacity		Existing organizational processes	
Facilitators: <ul style="list-style-type: none"> Available resources, including funding Stakeholder engagement Presence of engaged champions 	Barriers: <ul style="list-style-type: none"> Discontinued or limited funding Lack of resources, including funding Insufficient staffing 	Facilitators: <ul style="list-style-type: none"> Adapts and aligns with existing processes Ongoing support (e.g., training, education) Evaluation data 	Barriers: <ul style="list-style-type: none"> Presence of change saturation or a show stopper barrier in which competing demands cannot be navigated

	<ul style="list-style-type: none"> • Negative attitudes towards sustaining EBP • Stakeholders do not support sustaining EBP 	<ul style="list-style-type: none"> • Integrated policies and procedures • Stakeholders engaged in shared decision-making regarding sustainability • Able to navigate competing demands 	
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SOURCE: Adapted from Hailermariam et al., (2019).