

Organisational level → Intervention depth ↓	A: Intervention level Working with drug users – establishing which therapeutic techniques, interpersonal styles or worker attributes work best with whom in what situations.	B: Worker/manager level How to develop A, e.g. staff selection, training, supervision, support, requirements to develop and improve practice based on research and user feedback.	C: Organisational level How to develop A and B, e.g. how to create and maintain ‘learning organisations’ which seek and incorporate knowledge and which foster staff development in outcome-promoting directions.	D: System level How to foster A, B and C through commissioning decisions in a local area, the establishment of inter-agency practice sharing and development networks, contractual requirements to demonstrate evidence-based practice, etc.
1. Guidance on how to find the existing evidence base.	Resources in this cell point users to ways to find evidence on the effectiveness of interventions. They might for example suggest the Drug and Alcohol Findings Effectiveness Bank, Medline and PsychInfo databases, Google Scholar, etc, and/or provide a list of reviews of the evidence of the impact of interventions. Or they might be more sophisticated and extensive resources such as the Clinician's guide to evidence based practices: mental health and the addictions . This book points readers to research databases and helps them interpret what they will find there.	Resources in this cell point users to ways to find evidence on how to develop staff of the kind needed to implement effective interventions and how to encourage them to implement these interventions. An example might be a list of databases as in A1 plus perhaps organisations which can be expected to have access to such evidence such as the Federation of Drug and Alcohol Professionals or training, workforce development and human resources experts or providers, plus a list of reviews citing evidence of the impact of training and workforce development initiatives such as: Achieving professional practice change: from training to workforce development .	Resources in this cell point users to ways to find evidence on how to develop organisations which develop and support staff of the kind needed to learn and implement effective interventions. An example might be a list of databases as in A1 plus perhaps organisations which can be expected to have access to such evidence such as EATA. They might also point users to the web pages of the Institute of Behavioral Research which deal with organisational climate and readiness for change and to the website of the National Centre for Education and Training on Addiction (NCETA) .	Resources in this cell point users to ways to find evidence on national, local and regional systems which usually apply to whole intervention systems involving several organisations or several organisations of a certain type. Among them are regulatory systems, inter-organisational links, commissioning and funding incentives, accreditation systems, commissioner-level quality control mechanisms, professional standards, national guidelines, and independent audit systems, etc, which encourage and support organisations to implement effective interventions and workforce development practices. They might point for example to reviews such as Recovery management and recovery-oriented systems of care: scientific rationale and promising practices or websites like Co-occurring disorders Integration & Innovation .
2. Directly providing access to the existing evidence base.	Resources in this cell give users direct access to evidence on the effectiveness of interventions. Examples are the abstract entries on the Drug and Alcohol Findings Effectiveness Bank (see examples here), relevant search profiles in the Medline and PsychInfo databases and on Google Scholar, etc, and reference lists of articles providing evidence of the impact of interventions.	Resources in this cell give users direct access to evidence on how to develop staff of the kind needed to implement effective interventions and how to encourage them to implement these interventions. Examples include the databases in A2 plus perhaps organisations which can be expected to know relevant research papers such as the Federation of Drug and Alcohol Professionals or training, workforce development and human resources experts or providers, plus reference lists of reviews of the impact of training and workforce development initiatives such as: Achieving professional practice change: from training to workforce development , the workforce development citations in Effective dissemination: a systematic review of implementation strategies for the AOD field , and the publications list on the website of the National Centre for Education and Training on Addiction (NCETA) .	Resources in this cell give users direct access to evidence on how to develop organisations which develop and support staff of the kind needed to learn and implement effective interventions. Examples include the databases in A2 plus perhaps organisations which can be expected to know relevant research papers such as EATA. Also reference lists of articles providing evidence of the impact of interventions intended to improve organisational climate and the support, guidance training and supervision of staff, such as the organisational development citations in Effective dissemination: a systematic review of implementation strategies for the AOD field , the citations in The role of organization and management in substance abuse treatment: review and roadmap .	Resources in this cell give users direct access to evidence on regulatory systems, inter-organisational links, commissioning and funding incentives, accreditation systems, commissioner-level quality control mechanisms, professional standards, national guidelines, and independent audit systems, etc, which encourage and support organisations to implement effective interventions and workforce development practices. See for example the citations in Recovery management and recovery-oriented systems of care: scientific rationale and promising practices or in Overview paper # 7 – systems integration relevant to co-occurring disorders .

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3. Finding, scoping, reviewing and making recommendations based on the existing evidence base.	Resources in this cell assess evidence on the effectiveness of interventions. Examples are the commentaries in entries on the Drug and Alcohol Findings Effectiveness Bank such as that discussing the implications of the paper Hepatitis C infection among recent initiates to injecting in England 2000–2008: is a national hepatitis C action plan making a difference? , guidance like that featured in the Findings entry on Alcohol-use disorders: Diagnosis, assessment and management of harmful drinking and alcohol dependence , and literature reviews like that featured in the Findings entry on Effects of alcohol tax and price policies on morbidity and mortality: a systematic review .	Resources in this cell assess evidence on how to develop staff of the kind needed to implement effective interventions and how to encourage them to implement these interventions. Examples include reviews of the impact of training and workforce development initiatives such as: Achieving professional practice change: from training to workforce development , the workforce development sections of Effective dissemination: a systematic review of implementation strategies for the AOD field (the link is to the Findings entry on this book), and the book Clinical supervision: a practical guide for the alcohol and other drugs field .	Resources in this cell assess evidence on how to develop organisations which develop and support staff of the kind needed to learn and implement effective interventions. Examples include articles reviews of evidence of the impact of interventions intended to improve organisational climate and the support, guidance training and supervision of staff, such as the organisational development sections of Effective dissemination: a systematic review of implementation strategies for the AOD field and The role of organization and management in substance abuse treatment: review and roadmap .	Resources in this cell assess evidence on regulatory systems, inter-organisational links, commissioning and funding incentives, accreditation systems, commissioner-level quality control mechanisms, professional standards, national guidelines, and independent audit systems, etc, which encourage and support organisations to implement effective interventions and workforce development practices. See for example Recovery management and recovery-oriented systems of care: scientific rationale and promising practices and Overview Paper # 7 – systems integration relevant to co-occurring disorders .
4. Extending the evidence base; new research to plug gaps in knowledge.	Resources in this cell provide evidence on the effectiveness of interventions. Examples are featured in the Drug and Alcohol Findings Effectiveness Bank such as the paper featured in the entry Changing network support for drinking: network support project 2-year follow-up .	Resources in this cell provide evidence on how to develop staff of the kind needed to implement effective interventions and how to encourage them to implement these interventions. Examples are featured in the Drug and Alcohol Findings Effectiveness Bank such as the paper featured in the entry Counselor skill influences outcomes of brief motivational interventions .	Resources in this cell provide evidence on how to develop organisations which develop and support staff of the kind needed to learn and implement effective interventions. Examples are featured in the Drug and Alcohol Findings Effectiveness Bank such as the paper featured in the entry Relating counselor attributes to client engagement in England .	Resources in this cell provide evidence on regulatory systems, inter-organisational links, commissioning and funding incentives, accreditation systems, commissioner-level quality control mechanisms, professional standards, national guidelines, and independent audit systems, etc, which encourage and support organisations to implement effective interventions and workforce development practices. Examples are featured in the Drug and Alcohol Findings Effectiveness Bank such as the paper featured in the entry Improving public addiction treatment through performance contracting: the delaware experiment .