



# PEER I

## Semi-Annual Report



Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center

### EXECUTIVE SUMMARY

The Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center presents this semi-annual report describing the status and progress made on EPIC's partnership with the Peer I to implement Motivational Interviewing (MI). Peer I exists within the Addiction Research and Treatment Services (ARTS) program, along with a similar program for women, the Haven. While discussions between EPIC and ARTS began in February 2019, ARTS leaders worked for several months to get appropriate staff in place to optimize individual programs' success. This culminated in a successful kick-off meeting in June 2019 wherein buy-in, commitment, understanding, and vision for each program were established. The program work started in earnest with Peer I immediately following this meeting.

Peer I is currently in the *Exploration Phase* of implementation, the first of four stages within the implementation model being used. Peer I has completed several of the milestones foundational to successful implementation within Exploration, notably a range of activities designed to orient members of the Implementation Team who will lead the implementation work, reflected in Tables 1-5. Implementation work was disrupted by COVID-19, resulting in the milestones determined in the past 6-month period being partially met.

As the state of Colorado re-opens, EPIC and the Haven will revisit their partnership and set priorities for the next phase of the work. In the meantime, EPIC will create a Google site for sharing information and documents between the two agencies. All supporting documents for this report can be found in hyperlinks included in Tables 1-5.

Thank you for the opportunity to work with you and for your continued commitment to the successful implementation of this work. We look forward to reaching full implementation with you, when sustainable practices and impacts can be expected.

## INTRODUCTION

The Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center has been collaborating with Addiction Research and Treatment Services (ARTS), specifically The Haven and Peer I, since June 2019 to implement Motivational Interviewing (MI). The Haven serves women and their children and Peer I serves men dealing with substance use issues. While discussions between EPIC and ARTS began in February 2019, ARTS leaders worked for several months to get appropriate staff in place to optimize individual programs' success. This culminated in a successful kick-off meeting in June 2019 wherein buy-in, commitment, understanding, and vision for each program was established. The program work started in earnest with Peer I immediately following this meeting. The Haven, Peer I, and the EPIC team have agreed upon the following overall project **goal**:

- Full implementation of Motivational Interviewing

The partnership is defined in the **Give and Gets agreement**, linked below, and includes the following short-term **milestones**:

- Build agency implementation capacity
- Development of effective communication/feedback loops between EPIC, ARTS, and stakeholders
- Commitment to creating and participating on Implementation Team as well as developing Implementation Team knowledge and competencies
- Assessment of data infrastructure, current programs and practices, system mapping, organizational and individual readiness, and additional assessments to develop an appropriate implementation plan
- Develop Implementation Plan with active engagement and participation of the Implementation Team in order to determine best strategies for implementing MI within the Haven and Peer I

Peer I is currently in the **Exploration Phase** of implementation, which is described in more detail below, along with a brief description of the other three phases of implementation in which Peer I will eventually engage.

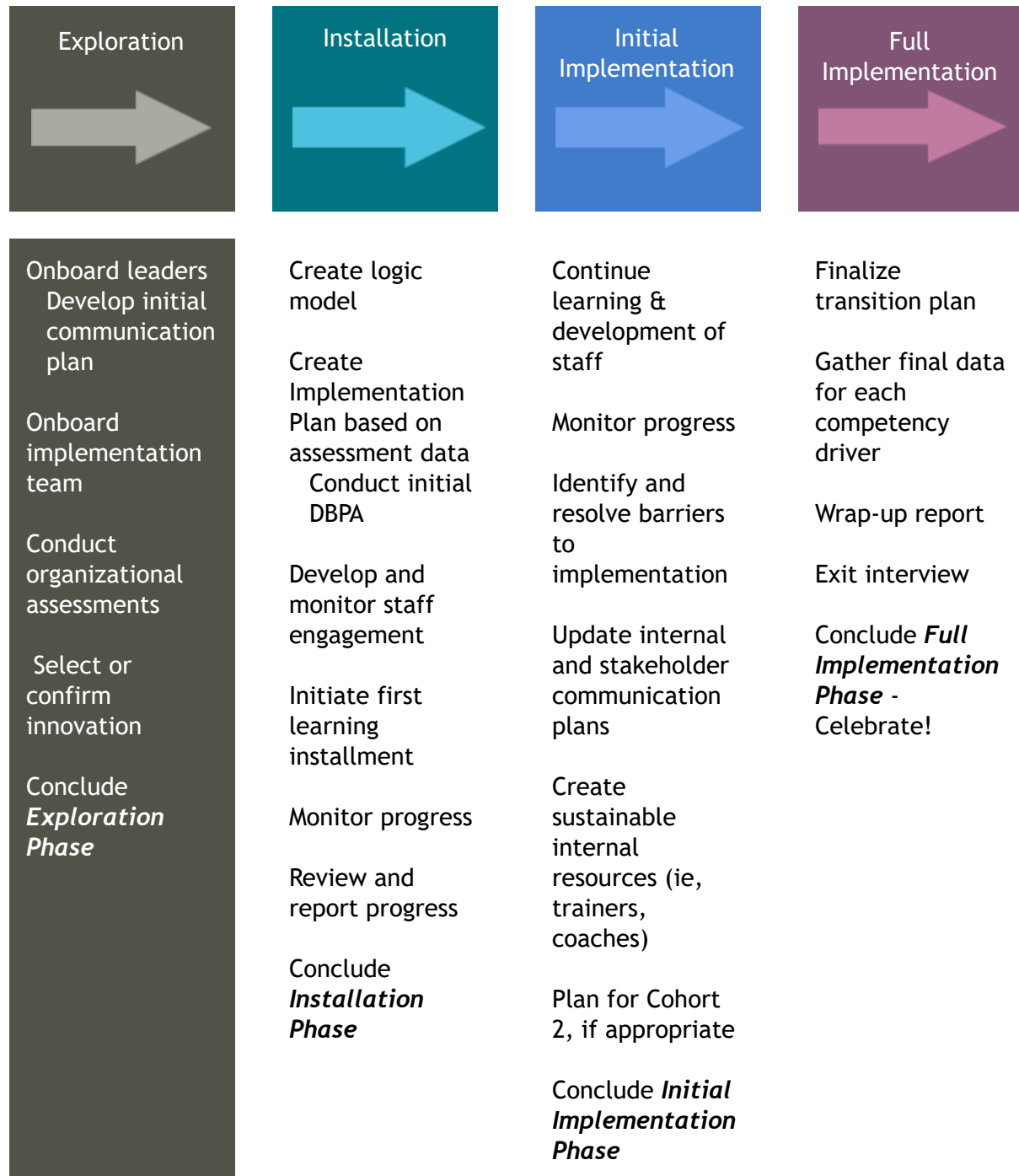
## IMPLEMENTATION PHASES

EPIC follows the [National Implementation Research Center's](#) (NIRN) implementation model. NIRN is a nationally recognized implementation science network that uses science and the practice of implementation to help solve real world problems. NIRN identifies four phases in a successful implementation process: Exploration, Installation, Initial Implementation, and Full Implementation. The focus of each phase is as follows:

- Exploration: to ensure that the innovation chosen is aligned with Peer I's desired outcomes
- Installation: planning, change management, communication, and progress monitoring
- Initial Implementation: staff professional development
- Full Implementation: ensuring sustainability.

During the reporting period, Peer I has completed work in the Exploration and Installation phases. As work is completed, Peer I will enter the next phases of Installation, Initial Implementation, and Full Implementation.

### The Four Phases of Implementation--Overview



## EXPLORATION PHASE

All activities in the **Exploration Phase** are designed to build the foundation for a successful implementation. The purpose of this phase is to develop a strong working relationship with the client, to establish the scope of work and partnership agreement, to understand the client's work and culture, to identify the client organization's assets and needs, to define the client's milestones, and to ensure that the innovation chosen is aligned with the client's definition of success.

Peer I has been working in the **Exploration Phase**. Peer I's milestones since February, 2019 are listed below, along with their current status.

Table 1: Onboard Leaders--Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Provide <b>Overview of Implementation Science</b>	Complete, 1-29-2020	EPIC	<a href="#">Implementation Science slide deck</a>
Set preliminary project milestones	Complete, 3-3-2020	EPIC & Peer I	<a href="#">Project milestones Action Plan</a>
Establish purpose of Implementation Team	Complete, 1-29-2020	EPIC	<a href="#">Implementation Team Functions</a>
Select Implementation Team	Complete, 9-24-2019	EPIC & Peer I	<a href="#">Select Implementation Team Meeting Minutes</a>
Create <b>Preliminary Communication Plan</b>	In Progress	EPIC	<a href="#">9/12/19 minutes</a> <a href="#">9/24/19 minutes</a>
Signed <b>Give and Gets Agreement</b>	Complete, 10-3-2019	EPIC & Peer I	<a href="#">Give and Gets Agreement</a>
<i>Build customized Google site</i>	<i>Pending</i>	<i>EPIC</i>	<i>Custom website coming soon!</i>

Table 2: Onboard Implementation Team--Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Hold Kickoff Meeting	Complete, 1-29-2020	EPIC	<a href="#">Overview Slidedeck</a>
Share Milestone Map	Complete, 7-10-2020	EPIC	<a href="#">Project Timeline and Milestone Map</a>
Build Project Summary	Complete, 7-21-2020	EPIC & Peer I	<a href="#">Project Summary</a>
Establish meeting schedule	Complete, 9-24-2019	EPIC & Peer I	<a href="#">Google Calendar</a>

Table 3: Conduct Organizational Assessments - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Conduct <b>SWOT Analysis</b> (current Strengths, Weaknesses, Opportunities, and Threats)			
Conduct <b>Data Needs Analysis</b>			
Build <b>Data Collection Plan</b>			
Collect existing or new data			
Conduct a <b>Readiness Assessment</b> addressing current culture, policies, regulations			
Share findings via <b>Landscape Canvas</b> summarizing The Haven's current state, needs, and readiness			

Table 4: Select Innovation - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Define problem	Complete, 7-21-2020	EPIC & The Haven	<a href="#">Project Summary</a>
Research options for evidence-based practice	Complete	EPIC	<a href="#">Project Summary</a>
Assess innovation fit	Complete, 7-21-2020	EPIC & The Haven	<a href="#">Project Summary</a>

Table 5: Conclude Exploration Phase: Celebrate, Reflect, & Look ahead - Pending
Milestones
Review readiness to move to installation phase, <a href="#">NIRN Checklist</a>
Name role shifts
Review and revise <b>Give and Gets Agreement</b> in preparation for Installation
Overview Installation Phase and determine next steps

As outlined above, Peer I has completed many of the milestones foundational to successful implementation, notably a range of activities designed to orient members of the Implementation Team who will lead the implementation work. By spending time on these and the remaining activities in the Exploration Phase, Peer I will create the foundation necessary to implement Motivational Interviewing, its chosen innovation, with success.

In addition to the activities focused on specifically with Peer I, leaders from both the Haven and Peer I have been onboarded and are now set up to provide organizational support across both programs around their implementation work. This support includes quarterly review meetings at which the EPIC team, ARTS leaders, and members of both the Haven's and Peer I's Implementation Teams convene to monitor progress for consistency across programs and

problem-solve to remove any barriers that have emerged. As with the Haven’s work, the quarterly meeting schedule has been disrupted by COVID-19.

Furthermore, although Peer I is currently in the Exploration phase, EPIC and Peer I determined that it would be beneficial to conduct an initial DBPA, typically included in the next phase of work, as part of Peer I’s self-assessment work, as described in the next section.

## DRIVERS BEST PRACTICES ASSESSMENT (DBPA)

NIRN has identified specific drivers critical to the successful implementation of evidence-based practices. These drivers fall under three umbrellas: competency drivers, organizational drivers, and leadership drivers. The Drivers Best Practices Assessment (DBPA) is designed to measure an organization’s progress in building its capacity in each of these areas.

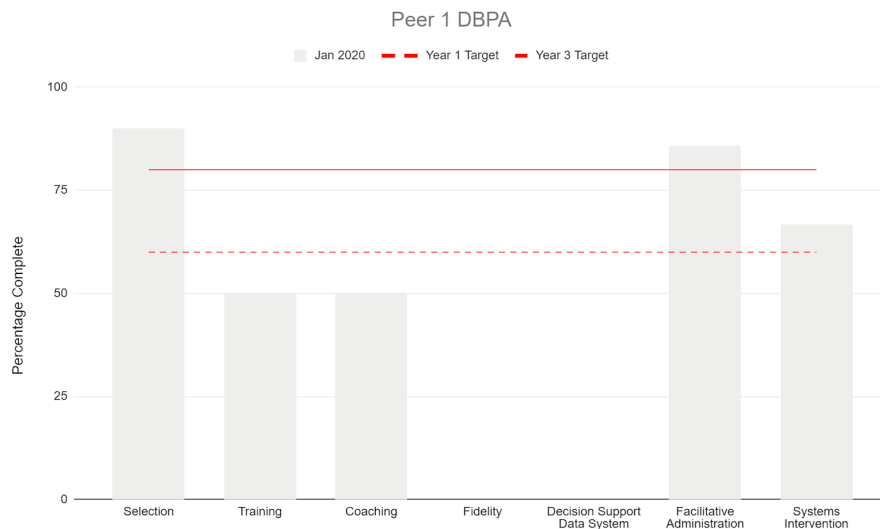
Peer I conducted its first DBPA on January 21, 2020. The results showed that Peer I has some driver supports partially in place:

- Selection
- Training
- Coaching
- Facilitative Administration
- Systems Intervention

Some drivers are not yet established:

- Fidelity
- Decision Support Data Systems

Figure 1 summarizes the results of the DBPA.

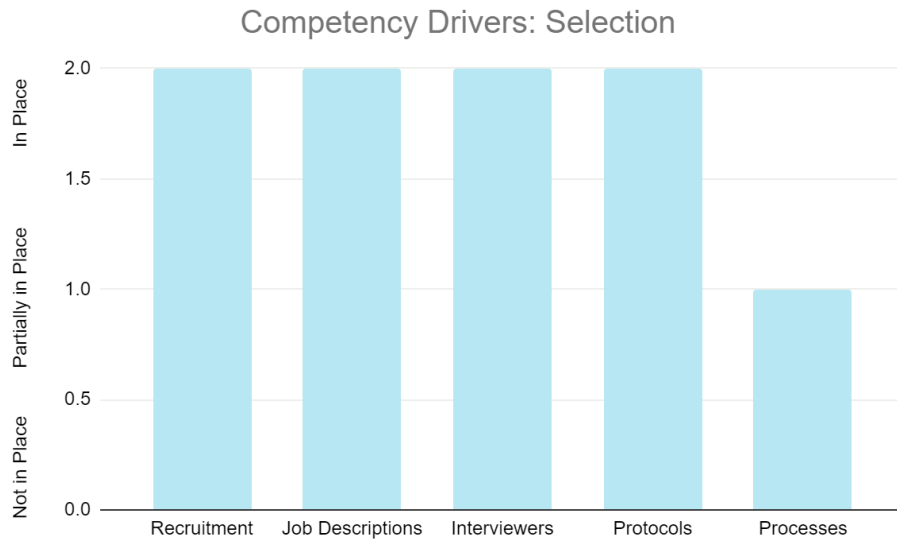


**Figure 1 Overview Graph of all DBPA drivers for January 2020**

Following the DBPA, Peer I worked with EPIC to prioritize which drivers it would work on in the next six (6) months. Peer I proposed that it would be most beneficial to address

- Selection
- Training
- Coaching

The current scores (January 2020) for these drivers are shown in Figures 2a, 2b, and 2c.



**Figure 2a** Graph showing DBPA results for Selection for January 2020



**Figure 2b** Graph showing DBPA results for Training for January 2020





**Figure 2c Graph showing DBPA results for Coaching for January 2020**

Following the DBPA, Peer I and the EPIC team need to identify the drivers and milestones that are identified below in [Next Steps](#).

**INSTALLATION PHASE** All activities in the *Installation Phase* are designed to prepare the Haven for the innovation, Motivational Interviewing, in order to ensure its successful implementation. The EPIC team collaborates with Peer I's Implementation Team to use the information gleaned during Exploration to create a customized implementation plan that capitalizes on the organization's strengths and anticipates barriers to success. The focus is on planning, change management, communication, and progress monitoring.

## INITIAL IMPLEMENTATION PHASE

All activities in the *Initial Implementation Phase* are designed to ensure that staff are able to use the innovation well. The focus is on staff professional development through training, Communities of Practice (CoPs), and coaching. As this phase unfolds, barriers to implementation continue to emerge.

## FULL IMPLEMENTATION PHASE

All activities in the *Full Implementation Phase* are designed to ensure the organization is equipped to sustain the innovation. Sufficient staff have achieved fidelity and developed the coaching skills to train and mentor new staff. Organizational systems and structures are in place to allow the innovation to flourish.

## CONCLUSION and NEXT STEPS

EPIC and ARTS' partnership began June 2019. As can be seen in the tables above, ARTS completed many steps included in the Exploration Phase prior to the work being put on hold in March 2020 due to COVID-19. The goal of the partnership is to bring the Haven and Peer I to full implementation of MI. EPIC and Peer I have recently been revisiting their partnership and will begin to set priorities for the next phase of the work. Specifically, they will confirm the priorities identified in March and set targets for improvement and a timetable for achieving those targets.

In addition, Peer I will review the unfinished milestones in the Exploration phase and develop priorities, targets and a timeline for completion. The steps for achieving these milestones will be specified in the Implementation Plan and progress will be regularly monitored by the Implementation Team.