COLORADO
Division of Criminal Justice
Department of Public Safety

1ST JUDICIAL DISTRICT CYDC/PRE-TRIAL RELEASE PROGRAM

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 this partnership to implement Motivational Interviewing (MI). 1st Judicial District Colorado Youth Detention Continuum (1st JD CYDC) is currently in the *Initial Implementation Phase* of implementation, the third of four stages within the implementation model being used. The 1st JD CYDC has completed many of the milestones foundational to successful implementation within the first two phases. The milestones as determined from the past 6-month period have been met, reflected in Tables 1-13. The next steps include:

❑ Continue to develop Motivational Interviewing competency for staff
❑ Develop Motivational Interviewing coaching competency for 1st JD CYDC coaches
❑ Create a process to ensure proficiency of trained coaches
❑ Develop a supporting framework to assess staff competency
❑ Invest resources in Communities of Practice to support staff in developing competency in Motivational Interviewing
❑ Build an evaluation and feedback system inclusive of staff and clients to assess the effectiveness of Motivational Interviewing in achieving 1st JD CYDC's goals

All supporting documents can be found in hyperlinks included in Tables 1-13.

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.

INTRODUCTION

The Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center has been collaborating with 1st Judicial District Colorado Youth Detention Continuum (1st JD CYDC) since 2018. Since formal work between EPIC and CYDC commenced, CYDC has been engaged in an ongoing learning process that includes cycles of training, live coaching, audio tape recording, phone coaching, and regular group practice sessions, all in an effort to achieve fidelity in MI. 1st JD CYDC and the EPIC team have agreed upon the following overall project **goals**:

- ❏ Build agency implementation capacity for Motivational Interviewing
- ❏ Development of an ongoing assessment of effective communication/feedback loops between EPIC, 1st JD CYDC, 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
- ❏ Development of an implementation plan with active engagement and participation of the implementation team, developing strategies to achieve fidelity

The partnership is defined in the **Give and Gets agreement** and focuses on the following milestones:

- ❏ At least 50% of staff will be at fidelity in Motivational Interviewing in 1st JD CYDC
- ❏ In-house coaching for 7 case management staff
- ❏ Four staff members reach fidelity with Motivational Interviewing
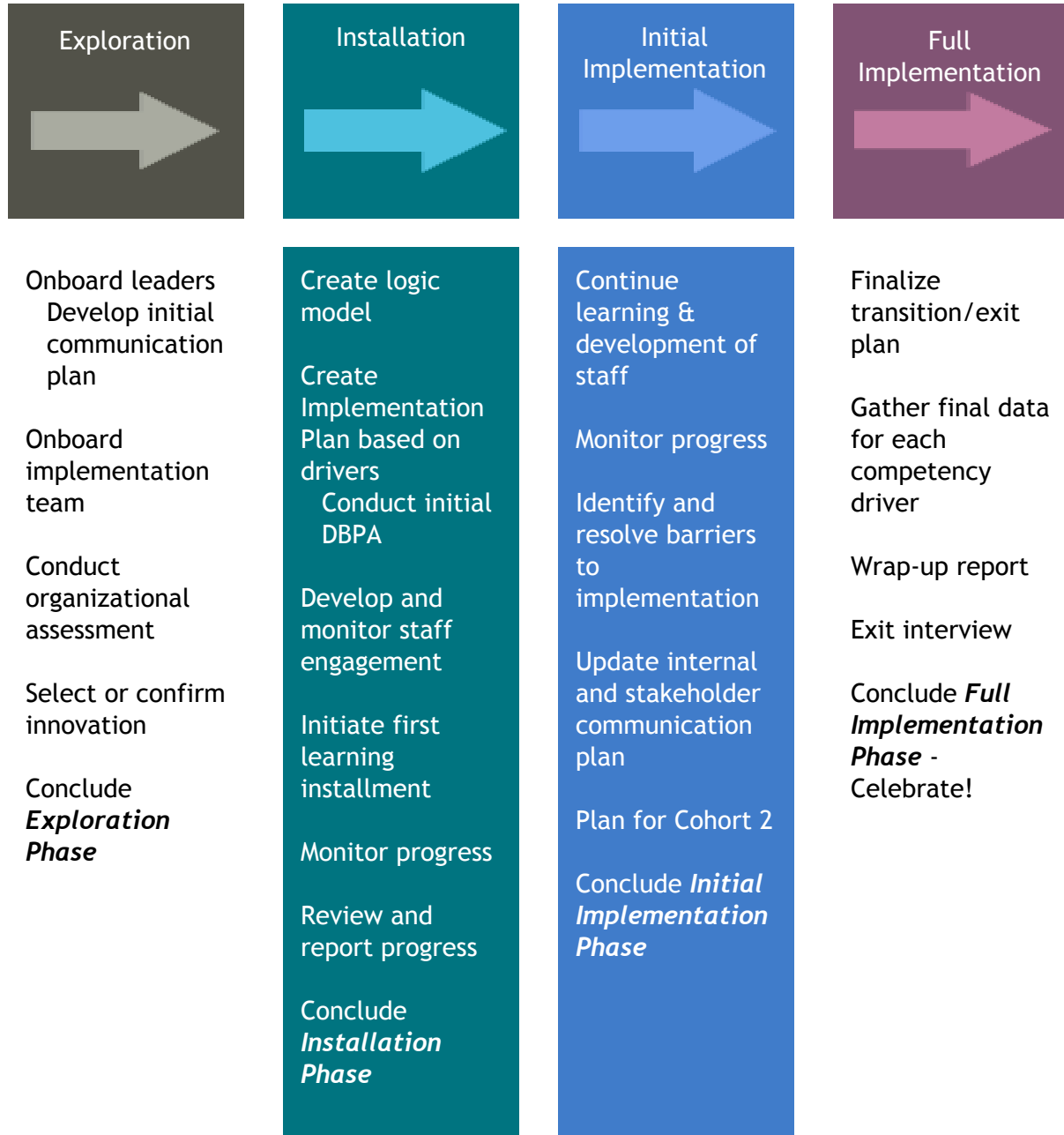- ❏ Creation of the implementation team, developing strategies to achieve fidelity

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 1st JD CYDC's desired outcomes
- Installation: planning, change management, communication, and progress monitoring
- Initial Implementation: staff professional development
- Full Implementation: ensuring sustainability.

During the reporting period, 1st JD CYDC has completed work in the Installation and in the Initial Implementation phases.

The Four Phases of Implementation--Overview

Exploration	Installation	Initial Implementation	Full Implementation

Exploration

Onboard leaders
Develop initial communication plan

Onboard implementation team

Conduct organizational assessment

Select or confirm innovation

Conclude *Exploration Phase*

Installation

Create logic model

Create Implementation Plan based on drivers
Conduct initial DBPA

Develop and monitor staff engagement

Initiate first learning installment

Monitor progress

Review and report progress

Conclude *Installation Phase*

Initial Implementation

Continue learning & development of staff

Monitor progress

Identify and resolve barriers to implementation

Update internal and stakeholder communication plan

Plan for Cohort 2

Conclude *Initial Implementation Phase*

Full Implementation

Finalize transition/exit plan

Gather final data for each competency driver

Wrap-up report

Exit interview

Conclude *Full Implementation Phase* - Celebrate!

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. **This phase was concluded in a previous reporting period.**

INSTALLATION PHASE

All activities in the **Installation Phase** are designed to prepare 1st JD CYDC for the innovation, in order to ensure its successful implementation. The EPIC team uses the information gleaned during Exploration to create a custom 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. The 1st JD CYDC is currently working simultaneously in this stage as well as the next. The following tables outline the status of activities within this stage.

Table 1: Installation Phase - Create Logic Model - In Progress	
Milestones	**Status, Responsible Party(ies)**
Define impact, outcome, activities & outputs	Pending, EPIC
Identify needed resources	Pending, EPIC

Table 2: Installation Phase - Create Implementation Plan based on Drivers - Complete			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Conduct Initial DBPA	Complete 6-19-2018	EPIC	DBPA
Set priorities	Complete	EPIC	
Plan next 6 months	Complete	EPIC	Implementation Plan

Table 3: Installation Phase - Monitor Engagement - In Progress	
Milestones	**Status, Responsible Party(ies)**
Create **Change Management Plan**	Pending, EPIC
Create **Communication Plan**	Pending, EPIC

Table 4: Installation Phase – Initiate First Learning Installment - Complete			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Select Cohort 1 for training	Complete	1st JD CYDC	
Train Cohort 1	MI Training Complete 8-6/7-2018 Case Planning Training Complete 5/2019	EPIC	Meeting minutes
Establish Communities of Practice (CoPs) for Cohort 1	Complete 8-15-2019	EPIC	Meeting minutes
Create a **Coaching Service Delivery Plan**	Complete 10-3-2019	EPIC	Coaching Service Delivery Plan
Provide coaching for Cohort 1	In Progress	EPIC	Google Calendar

Table 5: Installation Phase – Monitor Progress - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Create **Evaluation Plan**	Pending, EPIC		
Conduct DBPA at 6-month intervals	In Progress	EPIC	DBPA

Table 6: Installation Phase – Review & Report Progress – In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Monthly report	Pending	EPIC	*New monthly report coming soon!*
Semi-annual report	Completed 12-31-2019	EPIC	Report

Table 7: Installation Phase – Conclude Phase – Pending
Milestones
Review readiness to move to initial implementation phase, NIRN Checklist
Name role shifts
Overview Initial Implementation Phase & next steps

As indicated above, 1st JD CYDC has completed several of the milestones in the Installation Phase and has embarked on the Initial Implementation Phase in its implementation of Motivational Interviewing. EPIC will also complete milestones related to communication and evaluation planning for Motivational Interviewing in the upcoming periods. The 1st JD CYDC will separately address the implementation of Case Planning as an additional innovation.

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.

1st JD CYDC is also currently in the *Initial Implementation Phase*. The 1st JD CYDC's milestones for this 6-month period are listed below, along with their current status.

Table 8: Initial Implementation Phase - Continue Learning & Development Cohort 1 - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Training	Complete, June 2020	EPIC	
Communities of Practice (CoPs)	In Progress	EPIC	Google Calendar
Coaching	In Progress	EPIC	Google Calendar
Train internal coaches	Complete, December 2019	EPIC	Google Calendar

Table 9: Initial Implementation Phase - Monitor Progress - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Collect data	In Progress	EPIC	NA
Monthly report	In Progress	EPIC	CoP Report 5-6-2020 COP Report 6-16-2020
Semi-annual report	Complete 8-01-2020, EPIC		

Table 10: Initial Implementation Phase - Identify and Resolve Barriers to Implementation - Pending
Milestones
Use data to name barriers
Propose and test solutions using PDSA cycles

Table 11: Initial Implementation Phase - Update Communication Plans - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Update the **Change Management Plan**	Pending, EPIC		
Update the **Stakeholder Communication Plan**	Pending, EPIC		
Update the **Internal Staff Communication Plan**	Complete, March 2020	EPIC	MI Weekly Communication Plan CoP Communication Plan

Table 12: Initial Implementation Phase - Plan for Cohort 2 - Not Applicable
Milestones
Select and train, Establish Communities of Practice (CoPs), and Provide Coaching for Cohort 2

Table 13: Initial Implementation Phase - Conclude Phase - Pending
Milestones
Review progress
Name role shifts
Overview Full Implementation Phase

Most of the work in the last 6 months has focused on Motivational Interviewing knowledge and skill development through Communities of Practice and individual coaching, and on developing in-house coaches to support the sustainability of Motivational Interviewing within 1st JD CYDC. In an effort to become certified coaches, 1st JD CYDC in-house coaches have commenced observations of EPIC coaches coaching staff in live MI sessions. Once in-house coaches have observed at least three (3) EPIC-led coaching sessions, they will then be

observed leading at least three (3) coaching sessions. Finally, the in-house coaches will then conduct three unobserved coaching sessions. Once both coach and coachee feel confident that the new coach is ready to coach on his or her own, the new coachee is certified to do so.

In April, Communities of Practice began meeting weekly (an increase in frequency compared to the previous monthly meeting schedule), with all participants reporting that CoPs are a valuable use of their time and that they can apply what they have learned in their daily work (CoP feedback is summarized in the two monthly reports linked above). Since January 1, 2020, case managers have submitted three tapes for review and are individually coached every six to eight weeks. So far in 2020, EPIC and JSAT have provided eight coaching sessions to 1st JD CYDC case managers.

DRIVERS BEST PRACTICES ASSESSMENT (DBPA)

In addition to the phases of implementation, 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.

The 1st JD CYDC set goals to improve the score from the previous DBPA conducted on January 29, 2020 for

- ❏ Developing internal MI coaching capacity
- ❏ Reaching full implementation with MI
- ❏ Continued refinement of data-based decision making capacity to inform MI resource allocation

The 1st JD CYDC conducted a follow-up DBPA on July 6, 2020, in order to determine the progress they made on meeting their goal(s) and determine next steps. Figures 1a, 1b, and 1c show all previous DBPA scores for coaching, fidelity, and decision support data systems, as well as the current scores. As Figure 1a shows, 1st JD CYDC maintained or decreased the scores for coaching. As Figure 1b shows, 1st JD CYDC maintained its high scores on the fidelity driver. As Figure 1c shows, 1st JD CYDC maintained or decreased the scores for decision support data systems.
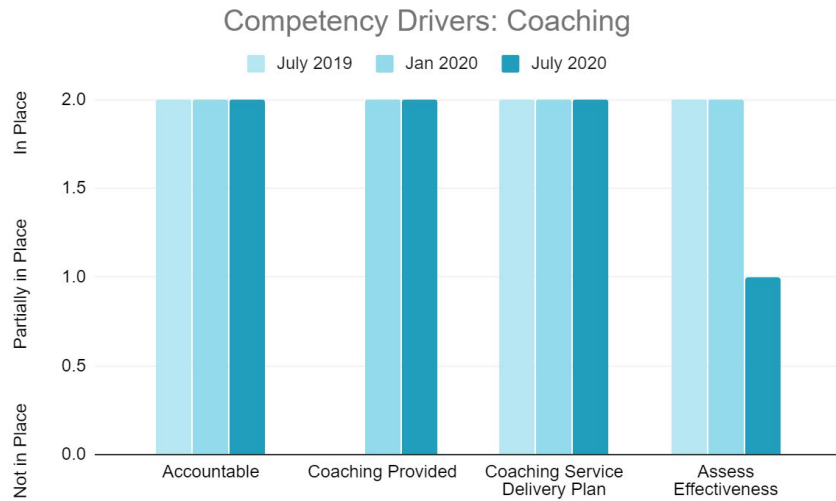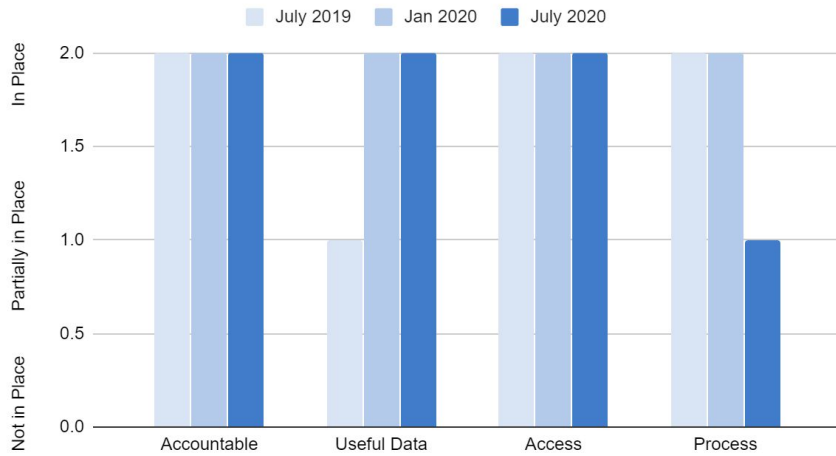
*Figure 1a: Coaching Driver scores for DBPAs July 2019 - July 2020*
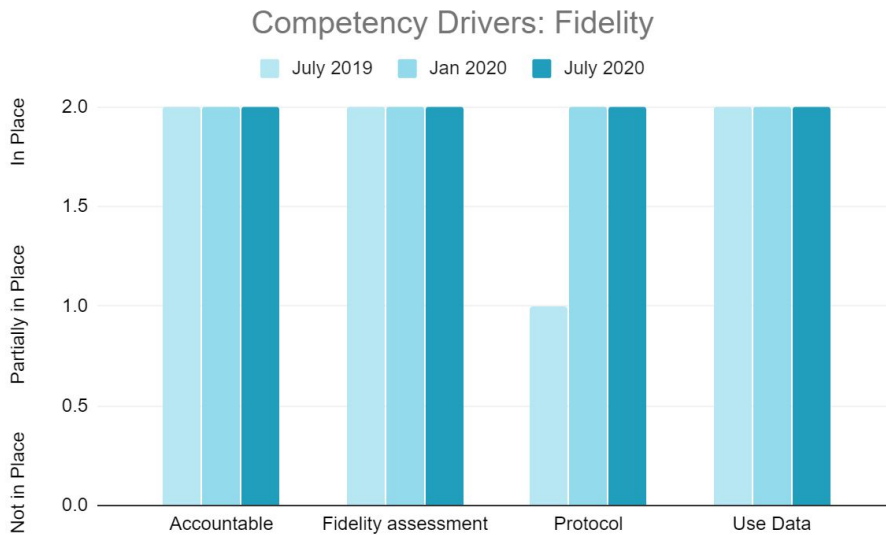
Figure 1b: Fidelity Driver scores for DBPAs July 2019 - July 2020

Organizational Drivers: Decision Support Data Systems

July 2019   Jan 2020   July 2020

Figure 1c: Decision Support Data Systems Driver scores for DBPAs July 2019 - June 2020

Figure 2 shows the overall results for the most recent DBPA compared with all previous DBPAs. As Figure 2 shows, 1st JD CYDC started in July 2019 with high scores on all drivers but Facilitative Administration, and maintained stable scores until July 2020, when they noted 2 drivers had decreased their scores. Decreases in scores typically indicate a deeper understanding of the drivers on the part of implementation teams and reflect a more accurate assessment.

1st Judicial District CYDC DBPA

July 2019   Jan 2020   July 2020   Year 1 Target   Year 3 Target
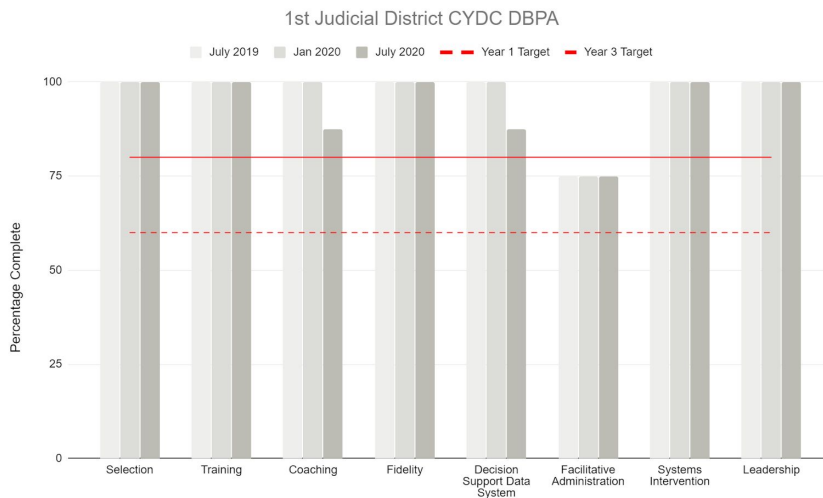
Figure 2: All DBPA scores, July 2019 - July 2020

Following the DBPA, 1st JD CYDC and the EPIC team selected which drivers to address next. In addition, they identified the milestones for the next six (6) months in the *Installation Phase*. These drivers and milestones are identified below in Next Steps.

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 1st JD CYDC's partnership began in 2018. As can be seen in the tables above, 1st JD CYDC has completed several steps included in the Initial Implementation Phase in service of strengthening the program. Within the next several weeks, EPIC will create a Google site to facilitate sharing information and documents easily between EPIC and the 1st JD CYDC IT. Based on analysis of the current DBPA, the Implementation Team will prioritize the following actions:

- ❏ Continue to develop Motivational Interviewing competency for staff
- ❏ Develop Motivational Interviewing coaching competency for 1st JD CYDC coaches
- ❏ Create a process to ensure proficiency of trained coaches
- ❏ Develop a supporting framework to assess staff competency
- ❏ Invest resources in Communities of Practice to support staff in developing and maintaining competency in Motivational Interviewing
- ❏ Build an evaluation and feedback system inclusive of staff and clients to assess the effectiveness of Motivational Interviewing in achieving 1st JD CYDC's goals

This prioritization will guide the milestones for the next six (6) months as presented in the Installation and Initial Implementation Phases. The steps for achieving these milestones are specified in the Implementation Plan and progress will be regularly monitored by the Implementation Team.