



THE HAVEN

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 Haven to implement Motivational Interviewing (MI). The Haven exists within the Addiction Research and Treatment Services (ARTS) program, along with a similar program for men, Peer 1. 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 the Haven immediately following this meeting.

The Haven is currently in the *Exploration Phase* of implementation, the first of four stages within the implementation model being used. The Haven 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. These activities are reflected in Tables 1-5. Implementation work was disrupted by COVID-19, resulting in partial completion of the past 6-month milestones.

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 1, since June 2019 to implement Motivational Interviewing (MI). The Haven serves women and their children and Peer 1 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 the Haven immediately following this meeting. The Haven, Peer 1, 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 **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 1

The Haven 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 the Haven will eventually engage.

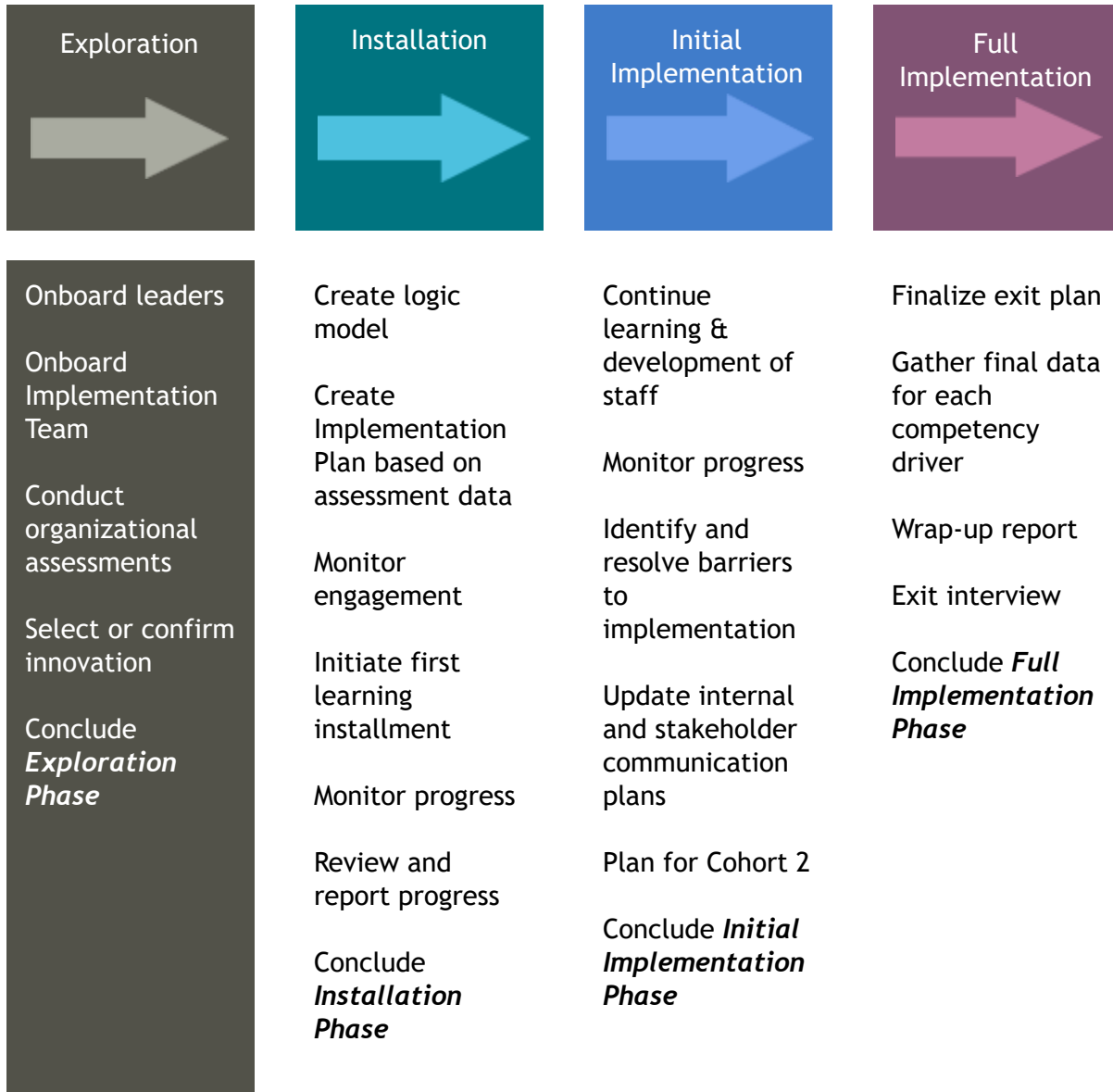
IMPLEMENTATION PHASES

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 The Haven's desired outcomes
- Installation: planning, change management, communication, and progress monitoring
- Initial Implementation: staff professional development
- Full Implementation: ensuring sustainability

During this reporting period, the Haven has completed some work within the Exploration phase. As work is completed, The Haven 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.

The Haven has been working in the *Exploration Phase*. The Haven's milestones since June 2019 are listed below along with their current status.

Table 1: Exploration Phase: Onboard Leaders - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Provide Overview of Implementation Science	Complete, 12-6-2019	EPIC	Implementation Science slide deck
Set preliminary project milestones	Complete, 7-10-2020	EPIC & The Haven	Project Timeline with milestones
Establish purpose of Implementation Team	Complete, 12-06-2019	EPIC	Implementation Team Functions
Select Implementation Team	Complete, 9-24-2019	EPIC & The Haven	Select Implementation Team 9-24-2019 Meeting Minutes
Create Preliminary Communication Plan	In Progress	EPIC	9-12-2019 minutes 9-24-2019 minutes
Signed Give and Gets Agreement	Complete, 10-3-2019	EPIC & The Haven	Give and Gets Agreement
Build customized Google site	Pending	EPIC	Custom website coming soon!

Table 2: Exploration Phase: Onboard Implementation Team - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Hold Kickoff Meeting	Complete, 12-6-19	EPIC	Implementation Science slide deck
Share Project Timeline	Complete, 7-10-2020	EPIC	Project Timeline with milestones
Build Project Summary	Complete, 7-21-2020	EPIC & The Haven	Project Summary
Establish meeting schedule	Complete, 9-24-2019	EPIC & The Haven	Google Calendar

Table 3: Exploration Phase: Conduct Organizational Assessment - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Conduct SWOT Analysis (current Strengths, Weaknesses, Opportunities, and Threats)			
Conduct Data Needs Analysis			
Build Data Collection Plan			
Collect existing or new data needed to inform implementation progress	In Progress	EPIC	Journey Map
Conduct Readiness Assessment addressing current culture, policies, regulations			
Share findings via Landscape Canvas summarizing The Haven’s current state, needs, and readiness			

Table 4: Exploration Phase: Select/Confirm Innovation - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Define problem	Complete, 7-21-2020	EPIC & The Haven	Project Summary
Research options for evidence-based practice	Complete	EPIC	Skill Train and Incentives Discussion 2-19-2020
Assess innovation fit	Complete, 7-21-2020	EPIC & The Haven	Project Summary

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

As outlined above, the Haven 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, the Haven will set itself up to implement Motivational Interviewing, its chosen innovation, with success.

In addition to the activities focused on specifically with the Haven, leaders from both the Haven and Peer 1 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 1'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.

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 the Haven'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 (practice groups), 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, Motivational Interviewing. 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 1 to full implementation of MI. 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 toward that goal. In the meantime, EPIC will create a Google site to facilitate sharing information and documents easily between EPIC and the Haven in preparation for our return to work.

Keeping in mind the end goal of full implementation of MI, prioritization of remaining steps yet to be tackled in the Exploration Phase will guide the yet-to-be-established milestones for the next six (6) months as presented above. The steps for achieving these milestones will be specified in the Implementation Plan and progress will be regularly monitored by the Implementation Team.