

VOLUNTEERS OF AMERICA

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 Volunteers of America (VOA). The partnership supports VOA in implementing the Colorado Rapid Rehousing for Re-Entry model, which aims to secure temporary housing for homeless individuals who have current or past justice involvement or who are re-entering communities from jails or the Department of Corrections facilities under parole supervision. Since October 2018, EPIC has been assisting VOA leaders with coordinating the implementation with fidelity of the many diverse and complex components of this program, particularly and currently with Motivational Interviewing (MI).

Volunteers of America is currently in the ***Initial Implementation Phase*** of implementation, the third of four stages within the implementation model being used. The milestones as determined from the past 6-month period have been partially met, as is reflected in Tables 1-13 and the primary content of this report. The next step is:

- ❑ Identify priorities, using the impact/effort matrix

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, when sustainable practices and impacts can be expected.

INTRODUCTION

The Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center has been collaborating with Volunteers of America (VOA) since October 2018. VOA and the EPIC team have agreed upon the following project **goals**:

- Build agency implementation capacity
- Develop an ongoing assessment of effective communication/feedback loops between EPIC, VOA, 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 options for moving forward

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

- Site supervisory and lead case managers achieve Motivational Interviewing proficiency
- VOA achieves internal coaching capacity for Motivational Interviewing
- Establish staff development infrastructure to support COR3 staff in skill development for justice-related interventions
- Collaborate with Colorado Evaluation and Action Lab to conduct an outcome evaluation for COR3
- Conduct an evaluation of the COR3 implementation process
- Establish an effective messaging and communication structure
- Establish effective collaboration with internal and external partners

IMPLEMENTATION PHASES

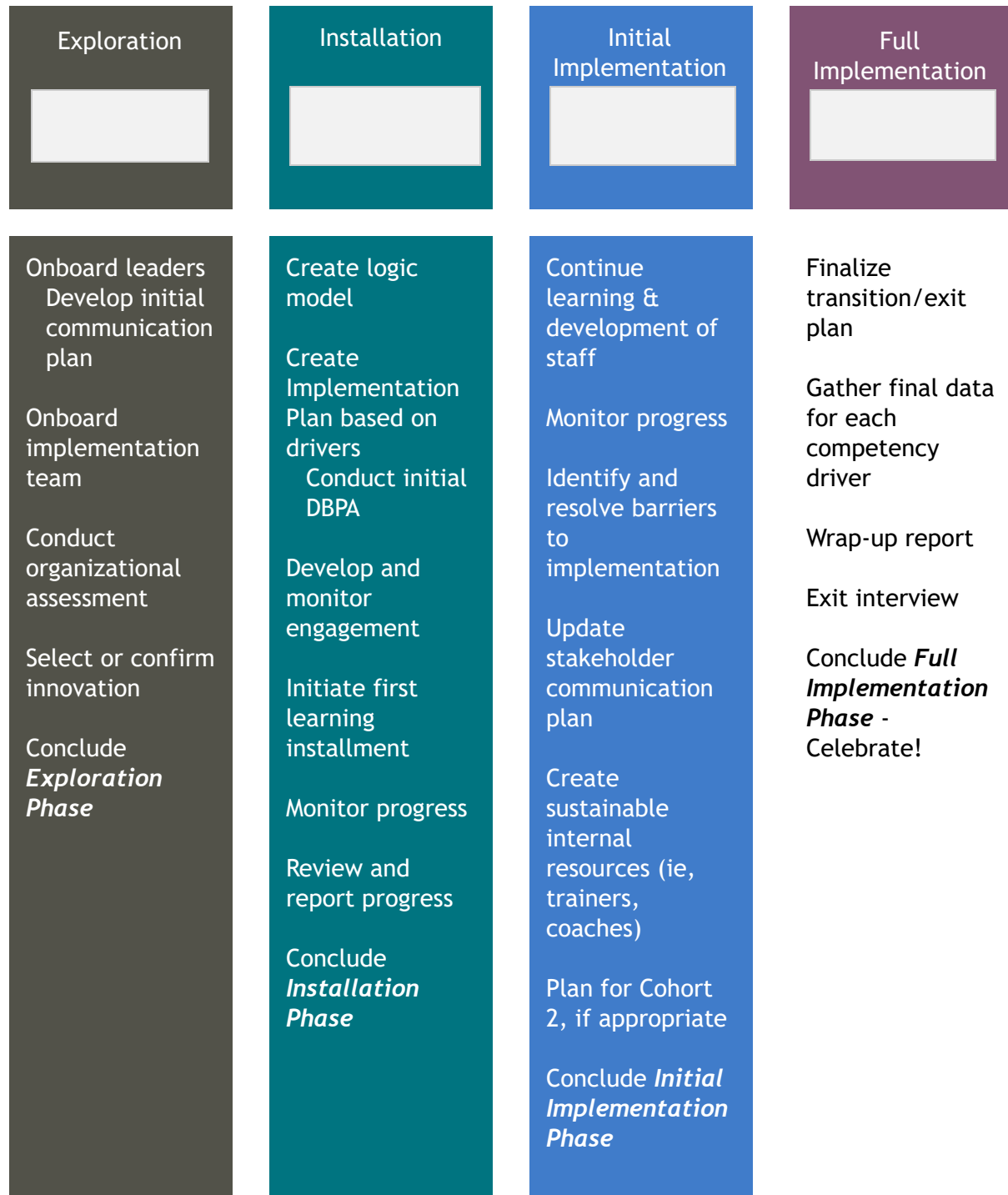
EPIC follows the [National Implementation Research Center's](#) (NIRN) implementation model. NIRN is a nationally recognized implementation science network that uses science and the practice of implementation to help solve real world problems. NIRN identifies four phases in a successful implementation 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 VOA's desired outcomes
- Installation: planning, change management, communication, and progress monitoring
- Initial Implementation: staff professional development
- Full Implementation: ensuring sustainability.

During the reporting period, VOA has primarily completed work in the Initial Implementation Phase, while completing some milestones in the Installation Phase. Work in the Exploration

Phase was completed in an earlier reporting period; some activities in the Exploration Phase may be completed in the future, reflecting the iterative nature of these phases.

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. While this phase was primarily concluded in June 2018, inclusion of the yet-to-be-completed pertinent activities reflected below will be addressed in upcoming strategy sessions.

Table 1: Conduct Organizational Assessment - Pending	
Milestones	
Build Data Collection Plan	
Collect existing and new data	
Conduct a Readiness Assessment addressing current culture, policies, regulations	
Share findings via Landscape Canvas summarizing VOA's current state, needs, and readiness	

Although VOA has moved into the Initial Implementation Phase, EPIC recommends that VOA revisit some of the milestones in the Exploration Phase, specifically the organizational assessments. EPIC believes that this would be beneficial in identifying and anticipating barriers to implementation and to leveraging VOA's and its partners' strengths in finding solutions

INSTALLATION PHASE

All activities in the *Installation Phase* are designed to prepare VOA 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.

Table 2: Installation Phase: Create Logic Model - Pending			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Define impact, outcome, activities & outputs			
Identify needed resources			

Table 3: Installation Phase - Create Implementation Plan Based on Drivers - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Conduct Initial DBPA	Completed 4-09-2018	EPIC	DBPA
Set priorities	Completed in previous reporting period, EPIC & VOA		
Plan next 6 months	Complete	EPIC and VOA	Implementation Plan

Table 4: Installation Phase - Monitor Engagement - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Create Change Management Plan	Completed in a previous reporting period, EPIC & VOA		
Create Communication Plan	Completed in previous reporting period, EPIC & VOA		

Table 5: Installation Phase - Initiate First Learning Installment - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Select Cohort 1 for training	Completed in previous reporting period, EPIC & Denver CYDC		
Train Cohort 1	Completed in previous reporting period, EPIC		
Establish Communities of Practice (CoPs) for Cohort 1	Completed in previous reporting period, EPIC		
Create a Coaching Service Delivery Plan	Completed in previous reporting period, EPIC		

Table 6: Installation Phase: Monitor Progress - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Create Evaluation Plan	In progress	EPIC	Evaluation Plan
Conduct DBPA at 6-month intervals	Complete, June 25, 2020	EPIC	DBPA Priority Matrix

Table 7: Installation Phase: Review and Report Progress - Complete			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Semi-annual report	Complete 12-27-2019	EPIC	2018-19 Report

EPIC recommends that VOA create a logic model for the COR3 program, in order to identify clear connections between inputs, outcomes, and impact. This will benefit VOA both in guiding its evaluations and in specifying the essential components of the model for dissemination. EPIC further recommends that VOA create an empathy map in order to provide insights into its clients' experience.

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.

VOA is currently in the *Initial Implementation Phase*. VOA's milestones for this 6-month period are listed below, along with their current status.

Table 8: Continue Learning & Development of Staff (Cohort 1) - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Training	Completed in previous reporting period, EPIC		
Communities of Practice (CoPs)	In Progress	EPIC & VOA	Google Calendar
Coaching	In Progress	EPIC	Coaching Service Delivery plan
Train internal coaches	In Progress	EPIC & VOA	

Table 9: Monitor Progress - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Collect data	In Progress	EPIC and VOA	NA
Monthly report	In Progress	EPIC	Lunch & Learn Feedback Progress Monitoring
Semi-annual report	Complete, 08-01-2020	EPIC	

Table 10: Identify and Resolve Barriers to Implementation - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Use data to name barriers	In Progress	EPIC and VOA	Meeting Minutes
Propose and test solutions using PDSA cycles	Pending, EPIC		

Table 11: Update Engagement Plans - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Update the Change Management Plan	Pending, EPIC		
Update the Stakeholder Communication Plan	In Progress	EPIC	Engagement Plan

Table 12: Plan for Cohort 2 - Not applicable to this project			
Milestones			
Select and provide training			
Establish Communities of Practice (CoPs)			
Provide Coaching			