



# COLORADO COMMUNITY RESPONSE

## 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 its partnership with the Colorado Department of Human Services' Colorado Community Response (CCR) program. CCR offers voluntary services to families reported for child abuse or neglect. The goal of the EPIC/CCR partnership is to strengthen the consistency of program delivery across the state. CCR is currently in the *Installation Phase* of implementation, the second of four stages within the implementation model being used. The milestones as determined from the past 6-month period have been partly met as is reflected in Tables 1-7 and the primary content of this report.

The next steps include:

- Create a communication plan
- Adopt Chatter as a CCR communication tool
- Engage all CCR sites in regional meetings
- Launch comprehensive onboarding process developed in previous period
- Adopt an implementation evaluation plan
- Create and disseminate regular data-based reports to the Implementation Team
- Create plan to address data integrity issues across sites
- Develop supervisor guide focused on data-informed decision-making, reflective coaching, and program goal-setting

All supporting documents can be found in hyperlinks included in Tables 1-7. 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 Colorado Community Response (CCR) since 2018. CCR and the EPIC team have agreed upon the following overall project **goals**:

- The CCR program will operate with fidelity across the state at all sites
- Communication channels are established and enabled to ensure effective flow of information
- Knowledge of CCR model is sufficiently instilled to establish expectations and increase compliance and consistency across sites
- Implement an evidence-based continuous quality improvement process to ensure expected program outcomes
- A process evaluation is enacted to ensure goals are met

The partnership has been focusing on the following overarching **milestones**:

- A staff development framework is established to ensure CCR model is delivered with fidelity
  - Family Development Specialists will have necessary knowledge and skills
  - Supervisors are capacitated in data-informed decision-making, reflective coaching, and program goal-setting
- CCR will increase its contact rates with potential program participants
- CCR will develop streamlined and effective onboarding and staff development protocols
- A plan is established for the ongoing development and continued support of regions as the backbone of the CCR model.

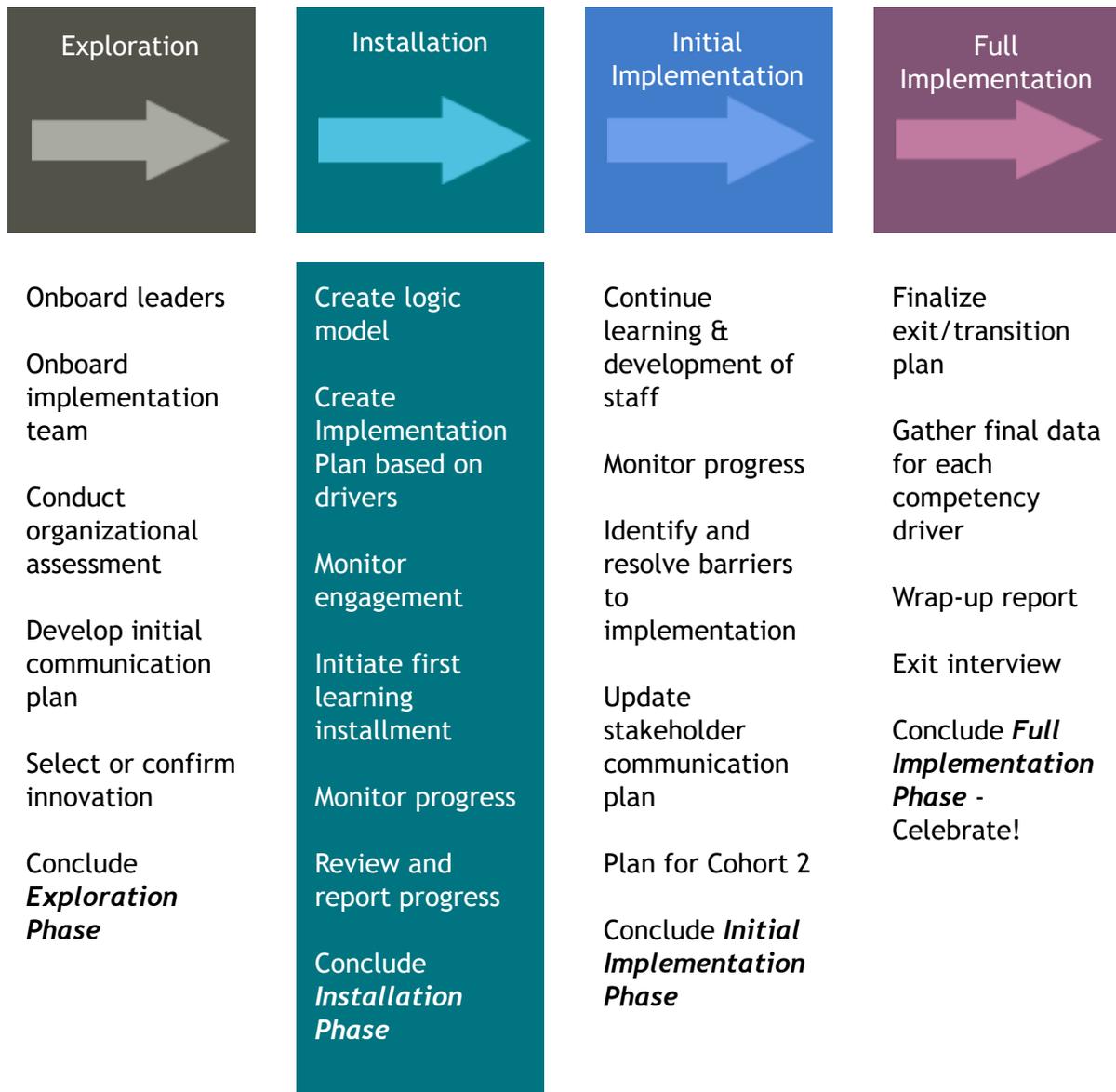
## IMPLEMENTATION PHASES

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

During the reporting period (September 2019 to June 2020), CCR has been completing work in the Installation Phase.

## 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. **This phase was concluded November 2018.**

## INSTALLATION PHASE

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

CCR is currently in the *Installation Phase*. CCR’s milestones for this 6-month period are listed below, along with their current status.

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

Table 2: Create Implementation Plan based on Drivers - Complete			
Milestones	Status	Responsible Party	Supporting Document(s)
Set priorities	Complete, November 2018	EPIC & CCR	<a href="#">Priorities</a>
Plan next 6 months	Complete	EPIC & CCR	<a href="#">Implementation Plan</a>

Table 3: Monitor Engagement - In Progress	
Milestones	Status, Responsible Party(ies)
Create <b>Change Management Plan</b>	Pending, EPIC
Create <b>Communication Plan</b>	Pending, EPIC & CCR

Table 4: Initiate First Learning Installment - In Progress			
Milestones	Status	Responsible Party	Supporting Document(s)
Onboard new staff	In Progress, CCR		
Establish Regional Groups	Complete	EPIC	<a href="#">Regional Goals</a> <a href="#">Regional Charter</a>
Create a <b>Coaching Service Delivery Plan</b>	Not relevant to this project		
Provide coaching for staff	Pending		

Table 5: Monitor Progress - In Progress	
Milestones	Status, Responsible Party(ies)
Create <b>Evaluation Plan</b>	In Progress, EPIC

Table 6: Review and Report Progress - In Progress	
Milestones	Status, Responsible Party(ies)
Monthly report	Pending, EPIC
Semi-annual report	<a href="#">Complete</a>

Table 7: Conclude Phase: Celebrate, Reflect, & Look Ahead - Pending	
Milestones	
Review readiness to move to initial implementation phase, <a href="#">NIRN Checklist</a>	
Name role shifts	
Overview Initial Implementation Phase & next steps	

In the nine months since the last report, work has focused on:

**Bi-annual 2-day grantee meeting, October 2019:** Over 80 CCR staff attended, representing all CCR grantees. Topics addressed included CCR’s high-level goals, the formal impact evaluation (being conducted by the Colorado Evaluation and Action Lab), and changes to the CCR infrastructure in support of this evaluation and of program sustainability. CCR’s goals were to enhance communication with staff and to secure staff support for its implementation work. In addition, staff had opportunities to build relationships with other CCR staff from different locations, contribute to the development of CCR regional charters, preview data dashboards and learn about data-driven programming, and participate in workshops on client engagement and financial health. According to the post-retreat evaluation on a scale of 1 to 10, with 10 being a high rating, over 60% of respondents rated the experience as 8 or higher.

**Motivational Interviewing Training:** Prior to the grantee meeting, 12 CCR staff attended a basic Motivational Interviewing training specifically designed for CCR staff.

**Onboarding:** CCR has developed an onboarding process workflow with accompanying email templates, onboarding checklists for new staff and supervisors for the first six months of employment, a core training schedule, and a presentation that provides an overview of the *Colorado Community Response*

CCR model. This presentation will be recorded in order to make it accessible at any time. These improvements to the onboarding process will ensure consistency in CCR's operations, services, and values across all sites.

**Communications:** CCR formed a Communications Committee to review and implement CCR's marketing and family engagement materials. The Communications Committee also reviewed Chatter, Salesforce's built-in communication and document-sharing function and is currently engaged in a pilot-test of Chatter with the Southern Region office.

**Regions:** In order to promote across-site communication, staff engagement, skill development and consistency to its model, CCR established four regional groups across the state, which will meet to address common concerns and seek solutions to barriers to implementation. Regional charters and common goals will provide structure and consistency. Two regions are currently testing this model, with a third region launching in August 2020 and the fourth region awaiting IT support prior to beginning its meetings.

**Evaluation:** In addition to the randomized controlled trial spearheaded by the Colorado Evaluation and Action Lab, CCR is partnering with EPIC to evaluate its implementation process. Together, CCR and EPIC have drafted preliminary overall evaluation questions and developed a survey targeted at the onboarding process. CCR's intern has also compiled Salesforce data to explore trends in family engagement across sites and regions and to set targets for improvement.

## 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. This is the next phase of work for CCR once all needed activities needed to have the CCR model flourish are in place.

## 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 CCR's partnership began in 2018. As can be seen in the tables above, CCR has completed many steps included in the Exploration and Installation Phases in service of strengthening program delivery across the state. Within the next several weeks, EPIC will create a Google site to facilitate sharing information and documents easily between EPIC and the CCR IT. All implementation activities have continued at a steady pace, if not an accelerated one, during the constraints imposed by the COVID-19 pandemic. As these restrictions are lifted, we anticipate that the implementation will resume in full force during the next 6-month reporting period.

Priorities for the next 6 months are:

- Create a communication plan
- Adopt Chatter as a CCR communication tool
- Engage all CCR sites in regional meetings
- Launch comprehensive onboarding process developed in previous period
- Adopt an implementation evaluation plan
- Create and disseminate regular data-based reports to the Implementation Team
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This prioritization will guide the milestones for the next six (6) months as presented in the Installation phase. The steps for achieving these milestones are specified in the Implementation Plan and progress will be regularly monitored by the Implementation Team.