



COMCOR, INC.

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 Comcor Inc. Prior to Coivid-19, EPIC was providing technical assistance with adopting the Fierce Conversations® model for internal conversations. Milestones as determined from the past 6-month period have been partially met for this period as is reflected in Tables 1-7 and the primary content of this report. The next steps include:

- Meeting to discuss:
 - Assess continuation of partnership
 - Review and prioritize goals of ComCor's partnership with EPIC
 - Review progress on goals to date

If work continues:

- Complete Fierce Conversations® workshops with the Executive Team and possibly supervisors
- Communicate and coordinate with other pertinent change partners in order to ensure a phased and coordinated implementation
- Create an implementation plan that ensures EPIC's scope of work aligns with ComCor's workstreams supported by other change partners

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.

INTRODUCTION

The Colorado Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center and ComCor, Inc have a long history of partnership. From 2010-2016 (approx.) EPIC worked intensively with ComCor to implement Motivational Interviewing. Its most recent iteration began in 2018, in which EPIC was brought in to help the agency integrate more evidence-based practices. This work has since involved a number of stops and starts, with several associated work plans being developed, due to administration changes. Most recently, progress was halted in March 2020 due Covid-19 constraints, but up until then, the partnership was focused on the implementation of the Fierce Conversations® model for internal conversations.

ComCor and the EPIC team had agreed upon the following project goals:

- Provide training in the following Fierce Conversations® modules to ComCor’s leadership team:
 - Foundations
 - Team
 - Feedback
 - Confront
 - Coach
- Expand Fierce Conversations® training to supervisors and possibly other ComCor staff

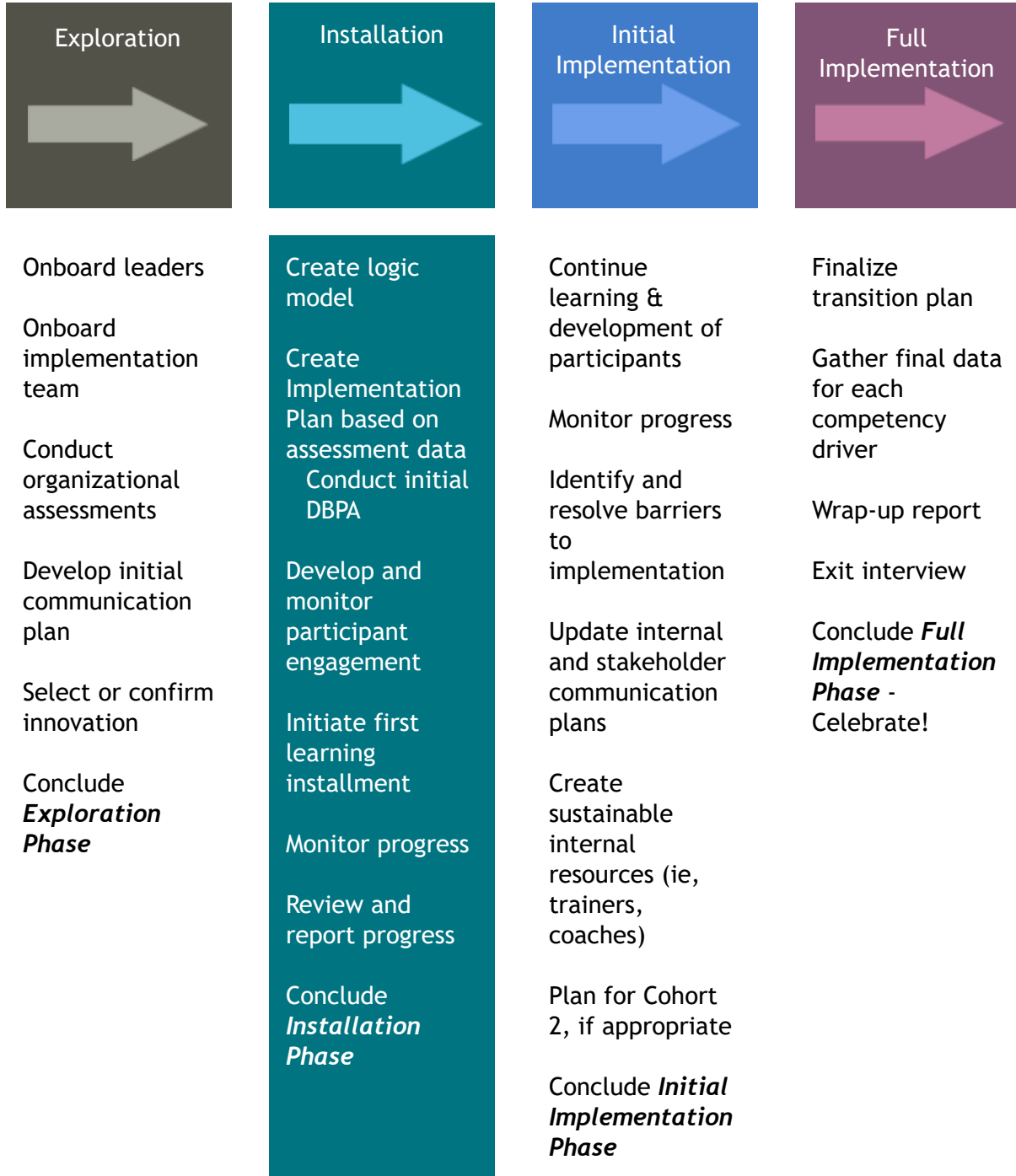
IMPLEMENTATION PHASES

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

Because EPIC is providing technical assistance only on some pieces of this model to ComCor, not all milestones in NIRN’s phases are relevant to this partnership. Nonetheless, implementing Fierce Conversations® requires attention to all phases; consequently, this report adheres to the NIRN model in reporting milestones completed. Since the inception of this partnership, all technical assistance components provided to ComCor have been 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.

Because the partnership focuses on technical assistance, milestones in the **Exploration Phase** were not completed.

INSTALLATION PHASE

All activities in the **Installation Phase** are designed to prepare ComCor for the innovation, in order to ensure its successful implementation. The focus is on planning, change management, communication, and progress monitoring.

ComCor is currently in the **Installation Phase**. ComCor'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)	Supporting Document(s)
Define impact, outcome, activities & outputs	Complete, October 2019	EPIC	Logic Model
Identify needed resources	Pending, EPIC and ComCor		

Table 2: Create Implementation Plan based on Drivers - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Conduct Initial DBPA	Complete, November, 2019	EPIC	DBPA
Set priorities	Completed in prior reporting period, EPIC & ComCor		
Plan next 6 months	Pending, EPIC		

Table 3: Monitor Engagement - Pending
Milestones
Create Change Management Plan
Create Communication Plan

Table 4: Initiate First Learning Installment - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
Select Cohort 1 for training	Completed in prior reporting period, EPIC & ComCor		
Train Cohort 1 (Leadership Team)	In Progress	EPIC	Calendar
Create a Coaching Service Delivery Plan	Pending, EPIC		
Provide coaching for Cohort 1	Pending, EPIC		

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

Table 6: Review and Report Progress - In Progress			
Milestones	Status	Responsible Party(ies)	Supporting Document(s)
<i>Monthly report</i>	<i>Pending</i>	<i>EPIC</i>	<i>New Monthly Report Coming Soon!</i>
Semi-annual report	Complete, September 2019	EPIC	Snapshot Report

Table 7: Conclude Phase: Celebrate, Reflect, & Look Ahead - Pending
Milestones
Review progress
Name role shifts
Overview Initial Implementation Phase & next steps

Following the previous progress report delivered in September 2019, ComCor’s leadership team set goals to improve its team culture by developing norms and clear roles, building trust, building team resilience, developing effective communication skills, engaging in data-driven decision-making and enhancing its relationship with its Board of Directors. In November 2019, ComCor conducted its first Drivers Best Practices Assessment (DBPA), an internal evaluation along multiple dimensions relevant for implementing an innovation within an organization. Following the DBPA, ComCor set priorities, reaffirming the need for support in improving its internal communication.

ComCor engaged EPIC to lead the team through a series of Fierce Conversations® workshops focused on establishing norms and roles, improving internal conversations, and building trust. These workshops began in November 2019. ComCor participated in three workshops; in March 2020, the work was put on hold because of COVID-19. In November, ComCor’s leadership team took a self-assessment on dimensions of healthy communication and team culture in order to establish baseline data against which to measure improvement at the completion of the Fierce Conversations® workshops. The results are presented in Figure 1, below.

Low Performing	Average Rating										High Performing	
	1	2	3	4	5	6	7	8	9	10		
Focus on activities and excuses												Focus on results
Beating around the bush, skirting issue												Open culture addresses issues
Politics, turf wars, competition												High levels of collaboration
Poorly thought-out conversations												Effective conversations
Leaders micro-managing vs leading												Effective coaching and delegation
Relationships based on employee's role												Relationships based on trust
Original thinking is happening elsewhere												Agility, continued learning
Tolerating mediocrity												Confronting performance issues.

Figure 1: Baseline self-ratings of ComCor’s leadership team culture

DRIVERS BEST PRACTICES ASSESSMENT (DBPA)

In addition to the Phases of implementation described throughout this report, 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 DBPA is designed to measure an organization’s progress in building its capacity in each of these areas.

ComCor conducted a portion of its first DBPA on November 5, 2019. The DBPA focused on only two drivers related to competency: Selection and Training since this partnership is focused specifically and only on these components as opposed to a broader scope of work typically contained in a fuller implementation approach. The results showed that one driver is partially in place--Training, and that the Selection driver is not yet established.

Figure 2 summarizes the results of the DBPA.

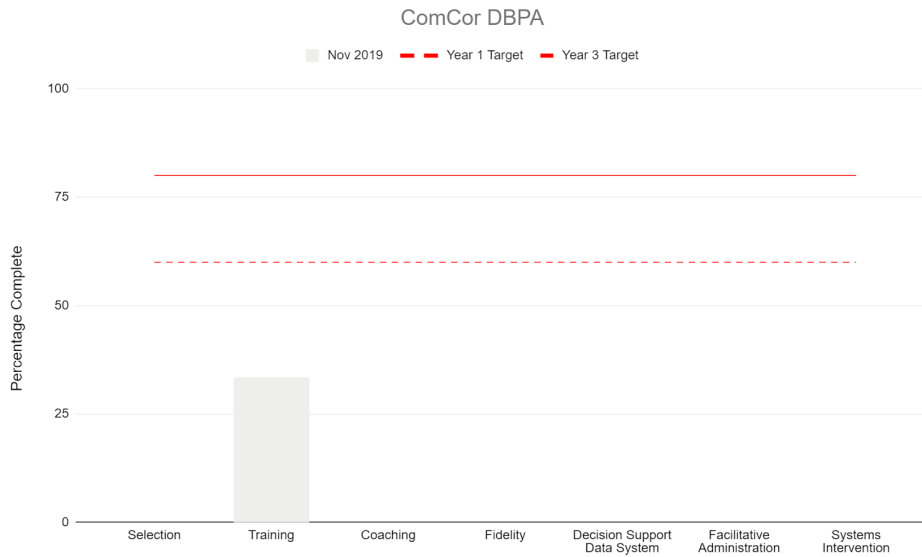


Figure 2: Overview Graph of all DBPA drivers for November 2019

Note: Only Selection and Training Drivers were assessed.

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

In order to increase their internal capacity to meet training needs, ComCor has set a goal to improve its score in the three areas that comprise the Training driver. The current scores for these drivers are shown in Figure 3 below.



Figure 3: DBPA results for Training Driver for November, 2019

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. 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

Because of COVID-19, ComCor's partnership with EPIC has been on hold since March 2020. Once restrictions related to COVID-19 are lifted, the immediate next steps are:

- Meeting to discuss:
 - Assess continuation of partnership
 - Review and prioritize goals of ComCor's partnership with EPIC
 - Review progress on goals to date

If work continues:

- Complete Fierce Conversations® workshops with the Executive Team and possibly supervisors
- Communicate and coordinate with other pertinent change partners in order to ensure a phased and coordinated implementation
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Should ComCor and EPIC decide to continue its partnership, they will collaboratively determine priorities that will guide the milestones for the next six (6) months as presented in the Installation Phase. The steps for achieving these milestones will be specified in the Implementation Plan and progress will be regularly monitored by the Implementation Team.

