COLORADO
Division of Criminal Justice
Department of Public Safety

DENVER CYDC 2ND JUDICIAL DISTRICT/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 that started in 2017 to build overall staff competency to support high-fidelity use of case-planning. Denver CYDC 2nd Judicial District/Pre-Trial Release Program (Denver CYDC) is currently in the *Exploration and Installation Phases,* the first and second of four stages within the implementation model being used. The goals set for the previous 6-month period were to expand the data infrastructure and to implement their **Coaching Service Delivery Plan**. The milestones as determined from the past 6-month period have been partially met for this period as is reflected in Tables 1-12 and the primary content of this report.

The next steps are for Denver CYDC to clarify the vision and goals for this work in order to ensure alignment with the overall implementation process. While the Implementation Team work is currently paused, coaching and Communities of Practice (CoPs) continue. The Implementation Team will reconvene in September 2020 to determine how EPIC can best support Denver CYDC as it clarifies its approach to serving Denver's youth.

All supporting documents can be found in hyperlinks included in Tables 1-12.

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 Denver CYDC 2nd Judicial District/Pre-Trial Release Program (Denver CYDC) since 2017. Denver CYDC and the EPIC team have agreed upon the following overall project **goals**:

❏ Build agency implementation capacity
❏ Develop an ongoing assessment of effective communication/feedback loops between EPIC, Denver 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
❏ 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 includes the following milestones:

❏ Build overall staff competency to support high-fidelity use of case-planning
❏ Employ a comprehensive practice model to include Risk-Needs-Responsivity principles, case planning, risk assessment, and contingency management
❏ Operationalize Risk-Need-Responsivity principles to increase protective factors and reduce overall recidivism of pre-adjudicated youth
❏ Reduce individual juveniles' involvement in the justice system
❏ Build a contingency management system to inform a sanctions and incentives process for case management staff, encouraging consistency, transparency and fidelity to practice model approach
❏ Advance leadership support to increase staff engagement, improve communication, and ensure the long-term sustainability of the practice model
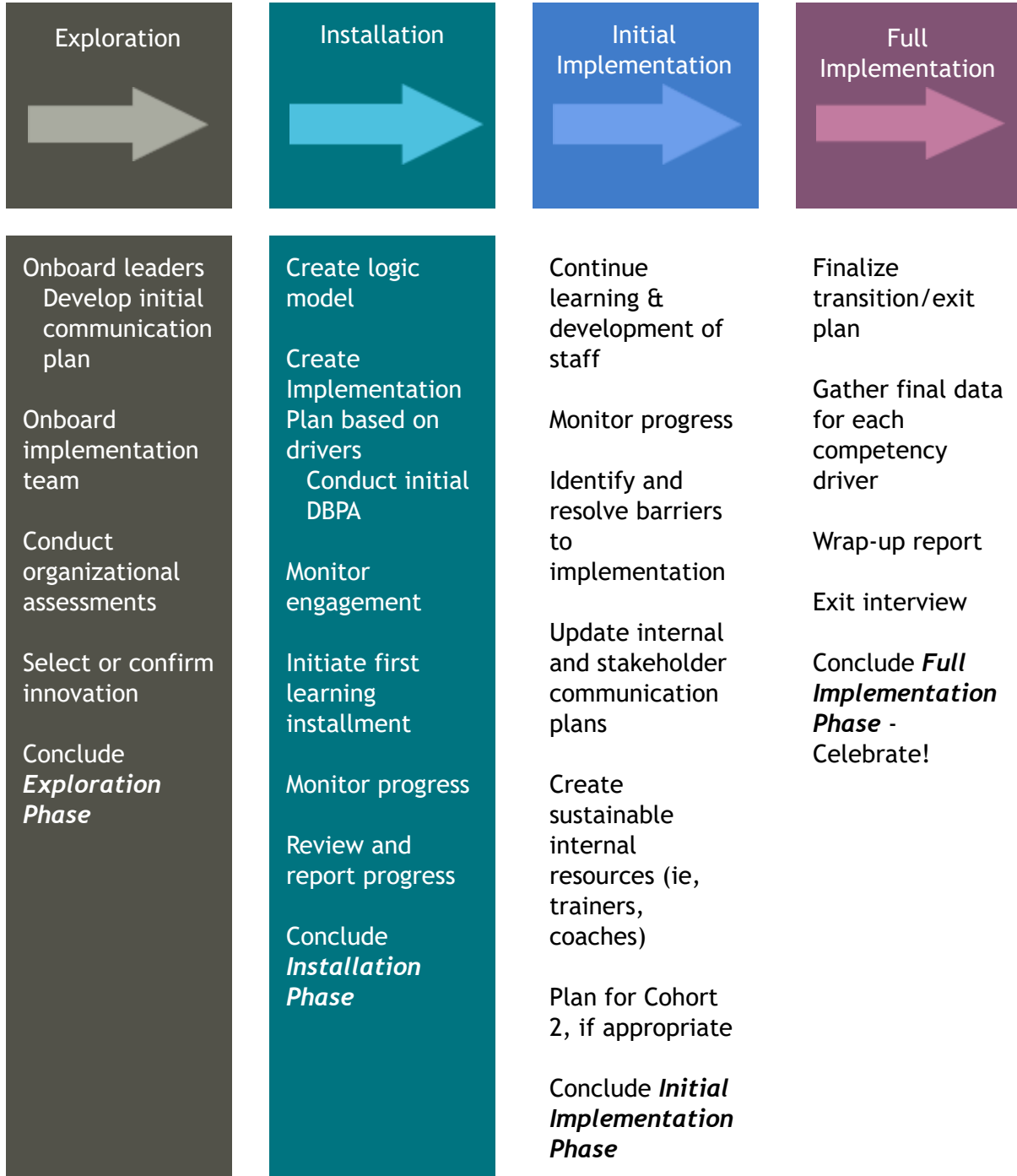
IMPLEMENTATION PHASES

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 Denver 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, Denver CYDC has completed work in the Exploration and Installation phases.

The Four Phases of Implementation--Overview

Exploration	Installation	Initial Implementation	Full Implementation

Onboard leaders Develop initial communication plan	Create logic model	Continue learning & development of staff	Finalize transition/exit plan
Onboard implementation team	Create Implementation Plan based on drivers Conduct initial DBPA	Monitor progress	Gather final data for each competency driver
Conduct organizational assessments	Monitor engagement	Identify and resolve barriers to implementation	Wrap-up report
Select or confirm innovation	Initiate first learning installment	Update internal and stakeholder communication plans	Exit interview
Conclude *Exploration Phase*	Monitor progress	Create sustainable internal resources (ie, trainers, coaches)	Conclude *Full Implementation Phase* - Celebrate!
	Review and report progress	Plan for Cohort 2, if appropriate	
	Conclude *Installation Phase*	Conclude *Initial Implementation Phase*	

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.

Although Denver CYDC has progressed to the Installation Phase, they continue to complete some of the milestones in the *Exploration Phase*. Denver CYDC's milestones for this phase since the project start date 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, 2018	EPIC	Roadmap
Set preliminary project milestones	Complete, November 2017	EPIC and Denver CYDC	Denver CYDC_Preliminary Goals
Establish purpose of Implementation Team	Complete, August 2017	EPIC	Implementation Teams
Select Implementation Team	Complete, August 2017	EPIC and Denver CYDC	Implementation Team Selection
Create **Preliminary Communication Plan**	Complete, October 2017	EPIC	Preliminary Communication Plan
Give and Gets Agreement	Completed in prior reporting period	Denver CYDC and EPIC	Agreement
Build customized Google site	Pending	EPIC	*Custom website coming soon!*

Table 2: Onboard Implementation Team - Complete			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Hold Kickoff Meeting	Completed in prior reporting period, Responsible Party EPIC		
Create & Share **Milestone Map**	Pending, Responsible Parties EPIC & Denver CYDC		
Build **Project Summary**	Pending, Responsible Parties EPIC & Denver CYDC		
Establish meeting schedule	Completed in prior reporting period, Google Calendar		

Table 3: Exploration Phase Conduct Organizational Assessment - In Progress
Milestones
Conduct **SWOT Analysis** (current Strengths, Weaknesses, Opportunities, and Threats)
Conduct **Data Needs Analysis**
Build **Data Collection Plan**
Collect existing or new data
Conduct a **Readiness Assessment** addressing current culture, policies, regulations
Share findings via **Landscape Canvas** summarizing Denver CYDC's current state, needs, and readiness

Table 4: Select Innovation - Complete	
Milestones	
Define problem	Completed in prior reporting period
Research options for evidence-based practice	Completed in prior reporting period
Assess innovation fit	Completed in prior reporting period

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

INSTALLATION PHASE

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

Denver CYDC is also currently in the *Installation Phase*. Denver CYDC's milestones for this 6-month period are listed in Tables 6-12, along with their current status.

Table 6: Installation Phase 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 7: 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 & Denver CYDC		
Plan next 6 months	Complete	EPIC and Denver CYDC	Implementation Plan

Table 8: Installation Phase - Monitor Engagement - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Create **Change Management Plan**	Pending, EPIC		
Create **Communication Plan**	In Progress	EPIC	Sample Communication Plan Template

Table 9: 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	Complete	EPIC and Denver CYDC	CoP Tracker
Create a **Coaching Service Delivery Plan**	Complete	EPIC	Coaching Service Delivery Plan

Table 10: 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 11: Installation Phase - Review & Report Progress - In Progress			
Milestones	**Status**	**Responsible Party(ies)**	**Supporting Document(s)**
Monthly report	In Progress	EPIC	May 2020 July 2020
Semi-annual report	Complete	EPIC	November 2019

Table 12: 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

During the last 6 months, Denver CYDC's implementation work has focused on building case managers' case planning skills through Communities of Practice (CoPs) and coaching and on constructing a contingency management model. To support case managers' skill development,

EPIC and Denver CYDC have designed a process to assess the extent to which case plans adhere to exemplars and to provide feedback to case managers. Additionally, the leadership team has participated in workshops to develop their leadership skills.

Communities of Practice continue to be an effective format for learning. They include peer consultation, skills practice, and direct training. Starting in June 2020, Denver CYDC restructured its CoP model, restricting attendance to case managers whose daily responsibilities include creating and implementing case plans with clients. One session per quarter is open to all staff, in order to maintain transparency about the case planning work and to build agency-wide understanding of and support for the innovation. As a result of this shift, case managers have found the CoPs more valuable, with 100% reporting that what they learn is applicable to their daily work, that the CoP is a good use of their time, and that the instructional techniques used are "very effective". Supervisor and peer encouragement to participate in CoPs has also increased after this restructuring. Feedback from the CoPs can be found in the monthly reports linked above.

All case managers are submitting case plans to EPIC staff for feedback and coaching. Although only a small number of case plans has been submitted for review, case managers are making progress with overall steady increases in their fidelity scores.

Without a doubt, Denver CYDC's implementation work has been disrupted by restrictions in place because of COVID-19. Nonetheless, Implementation Team members have continued to hone their leadership skills by participating in an on-line leadership workshop, and case managers have also successfully transitioned their professional development to an on-line platform.

DRIVERS BEST PRACTICES ASSESSMENT (DBPA)

In addition to Implementation Stages, 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.

Denver CYDC conducted its second DBPA on July 2, 2019. Denver CYDC set a goal to improve the score from the previous period for:

❏ Coaching
❏ Fidelity
❏ Leadership

Denver CYDC conducted a follow-up DBPA on January 28, 2020, completing the process on March 10, 2020 in order to determine whether or not they met their goals. Figures 1a and 1b show previous DBPA scores for coaching and fidelity as well as the current score (note that leadership is not directly assessed in the DBPA). As Figure 1a shows, Denver CYDC partially achieved its goal of increasing the score for coaching. As Figure 1b shows, Denver CYDC achieved its goal of increasing the score for fidelity.

Competency Drivers: Coaching

Figure 1a: Comparison of Coaching Driver scores, July 2019 and March 2020

Competency Drivers: Fidelity
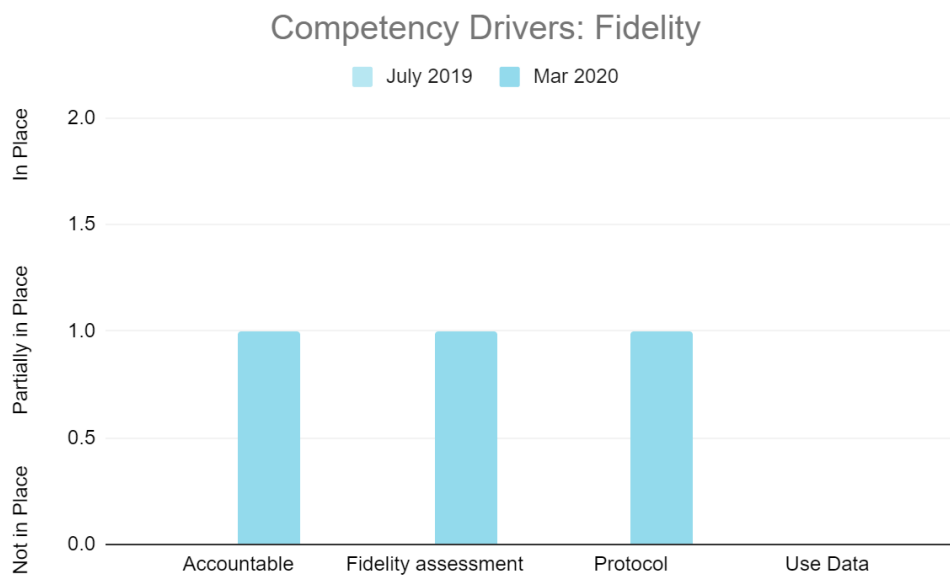
Figure 1b: Comparison of Fidelity Driver scores, July 2019 and March 2020

Figure 2 shows the overall results for the most recent DBPA compared with all previous DBPAs. Note that April 2018 data is not included in this graph but is located in an earlier version of the DBPA.
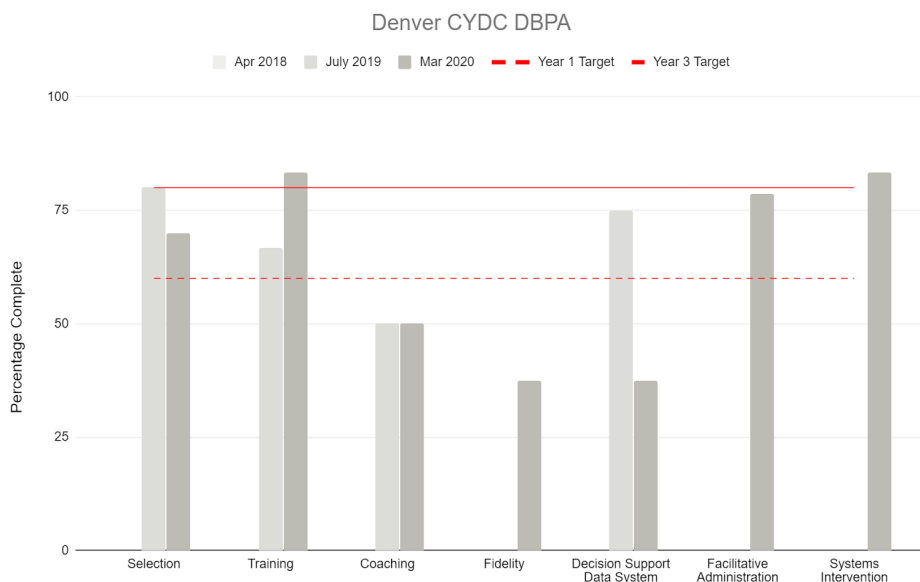
Figure 2 Overview Graph of all DBPA drivers from April 2018 to March 2020

As Figure 2 shows, the results of the DBPA are mixed; whereas some drivers show improved scores, others show a decrease. In general, decreased scores are an indication that Implementation Team members are deepening their understanding of the drivers. Current values usually reflect a more accurate assessment of the organization's state.

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, and coaching. As this phase unfolds, barriers to implementation continue to emerge. This phase has yet to start.

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. This phase has yet to start.

CONCLUSION and NEXT STEPS

Denver CYDC's implementation project has taken many turns since its inception in 2017. On July 9, 2020, the EPIC Implementation Specialists, along with the EPIC Manager, Diane Pasini-Hill, met with Denver CYDC Program Director Rose Ediger to discuss progress and next

steps. Although there are signs of progress, the group also acknowledged that progress has been slow. Since the current Program Director inherited the direction of this work from the original Director who solicited EPIC, it was agreed that Implementation Team work would be temporarily paused until September 2020. During this time, the Program Director will review the current direction of the work in light of her own vision for Denver CYDC in order to ensure full alignment between the implementation work and Denver CYDC's current goals. When the group reconvenes in September, they will determine how EPIC can best support Denver CYDC as it clarifies its approach to serving Denver's youth.

Should the work continue to focus on enhancing case management capacity, EPIC recommends increasing the frequency of submitting case plans so that coaches can assess the consistency and overall quality across all case plans. Additionally, EPIC advises that live coaching be added to the implementation plan around professional development in order to provide real time feedback on case managers' delivery, rapport-building, and follow-through skills.