

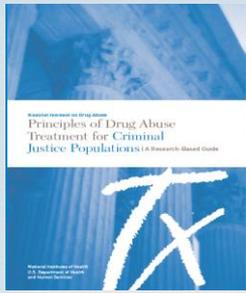
# Implementing Evidence-Based Practices

Readiness, Fidelity, and Quality Assurance



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# The Challenge: Adopting EBPs

## The Greater Challenge: Implementation

**Less than  
1/3 adopted**

| Setting       | Mean EBPs Adopted |
|---------------|-------------------|
| Adult Prison  | 5.6               |
| Adult Jail    | 3.9               |
| Adult CC      | 5                 |
| Juvenile Res. | 5.7               |
| Juvenile CC   | 4.8               |
| Drug Court    | 5.6               |

- Standardized risk assessment
- Standardized substance abuse assessment
- Addressing co-occurring disorders
- Treatment duration of 90 days or longer
- Comprehensive Services
- Use of therapeutic community/CBT
- Continuing care or aftercare
- Use of graduated sanctions & incentives
- Systems integration
- Use of drug testing in treatment
- Use of techniques to engage and retain clients in treatment
- Assessment of treatment outcomes
- Family involvement in treatment
- Availability of qualified treatment staff
- Developmentally appropriate treatment



# What Matters in Adoption of EBPS?

## Overview of NCJTP Findings

### Qualities of Leaders

#### 1 Administrator of the agency:

- Human Services
- Increased Knowledge of EBPs
- Supports Rehabilitation
- Pursue Reforms from Clinical Perspective

#### 2. State Executive Support (even for county)

### Organizational Culture & Climate

Learning  
Performance  
Emphasis Quality  
Tx  
State Support\*

### Training & Resources

Secure Physical Facilities  
Internal Support  
Training  
Resources

### Network Connections

Integration

# Readiness for Change



# Readiness for Change



## External Measures

- ∞ Environment
- ∞ Resource Assessment
- ∞ Stakeholders

## Internal Measures

- ∞ Climate
- ∞ Culture
- ∞ Resource Assessment
- ∞ Commitment
- ∞ Alignment
- ∞ Cynicism towards Change

# Organizational Culture



## Structure

|       |          | Flexible                | Stable                  |
|-------|----------|-------------------------|-------------------------|
| Focus | Internal | Cohesion/Involvement    | Hierarchy/Consistency   |
|       | External | Innovation/Adaptability | Performance/Achievement |

# Resource Assessment



- ❧ Staffing
  - ❧ Adequate staffing to accomplish organizational goals
  
- ❧ Retention
  - ❧ Ability of the organization to retain staff
  
- ❧ Training/Skills
  - ❧ Extent to which knowledge and skills development/training is a priority for the organization
  
- ❧ Funding
  - ❧ Availability of funding for programs and services

# Resource Assessment

## Continued



- ❧ Physical Facilities
  - ❧ Extent to which physical facilities meet the needs of staff
  
- ❧ Computer/IT
  - ❧ Extent to which staff feel organization has adequate computer/IT tools
  
- ❧ Integration
  - ❧ Extent to which organization is integrated with other agencies with similar goals
  
- ❧ Community Support
  - ❧ Degree to which organization is supported by external partners

# Commitment, Fit, and Cynicism



## ☞ Organizational Commitment<sup>1</sup>

☞ Extent to which staff feel committed/attached to the organization.

## ☞ Fit/Alignment

☞ Extent to which staff values align with organizational values

## ☞ Cynicism towards Change<sup>2</sup>

☞ Extent to which staff are pessimistic about the organization's ability to change or improve

# Fidelity



# Fidelity



- ❧ The degree to which the innovation was implemented as intended<sup>3</sup>
  
- ❧ Lack of fidelity can influence program outcomes
  - ❧ Innovations may appear to be ineffective when in reality they lacked fidelity

# Measuring Fidelity



## ∞ Knowledge Transfer

- ∞ Extent to which respondents understand the core components of the EBPs

## ∞ Behavior Change

- ∞ Extent to which respondents display changes in day-to-day activities as a result of the innovation

## ∞ Sustainability

- ∞ Extent to which knowledge and behavior change is continued after initial implementation

# Evaluation



## Program Evaluation

- ☞ Effectiveness of innovation
  - ☞ Measured by key outcomes (e.g. recidivism, substance use)

## Process Evaluation

- ☞ Adherence to implementation plan
- ☞ Why did the intervention work/not work?
- ☞ How was the intervention implemented – did the core components appear?

# Quality Assurance



# Plan, Do, Study, Act

PDSA



- ☞ A team approach to improve performance
- ☞ Focus on rapid cycle, short-term changes implemented in furtherance of achieving a larger goal
- ☞ Clarify goals
- ☞ Address barriers to change

# PDSA Continued

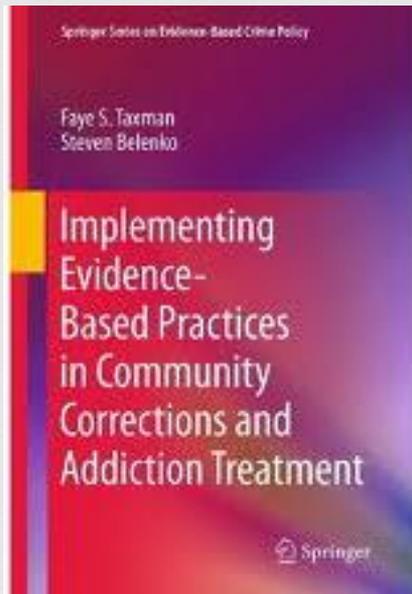


- ❧ Set Benchmarks
- ❧ Identify Actions
  - ❧ What is required to achieve benchmarks?
- ❧ Review Progress
  - ❧ Feedback is key
- ❧ Repeat Process
  - ❧ Create new benchmarks
  - ❧ Sustain prior benchmarks

# Resources



[www.gmuace.org/tools](http://www.gmuace.org/tools)



Taxman, F. S., & Belenko, S. (2011). *Implementing Evidence-Based Practices in Community Corrections and Addiction Treatment* (2012th ed.). Springer.



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## CJ-TRAK

MY ACCOUNT | BACK TO GMUACE.ORG

Evidence Mapping | Assess Jurisdiction's Capacity/Estimate Recidivism Reduction | Estimate Cost Savings | SOARING 2

### Criminal Justice - Targeted Research and Application of Knowledge (CJ-TRAK) Portal

Translating the evidence-based works consists of a large body of material. To avoid the "information overload" problem, the Evidence Mapping Tool will help you identify program controls and service client/offender.

The Evidence Mapping Tool Simulation Tool will help you identify program controls and service client/offender.

SOARING 2 is a suite of tools to help you learn about the EBP concepts.

#### Rate Your Jurisdiction's Program

LOG IN OR CREATE ACCOUNT

FORGOT PASSWORD?

LAUNCH

**Coming Soon:** Assess your current programs, based on treatment offered, content, quality, and other factors.

**Coming Soon:** Assess your current programs, based on treatment offered, content, quality, and other factors.

**Coming Soon:** Use client population data and current programming to identify programs that meet your population's needs.

**Coming Soon:** Estimate reductions in costs that your jurisdiction can expect from recidivism reduction if you follow recommendations.

**Coming Soon:** A suite of tools to help learn about the EBP concepts.

This product was developed with partners from the University of Massachusetts, Lowell; Macarini, LLC; and Sherry, LLC. We have a collaboration of universities that assisted in the evidence-mapping component.

Funding provided by:

GEORGE MASON UNIVERSITY  
CRIMINOLOGY, LAW, & SOCIETY

BJA  
BUREAU OF JUVENILE AND DELINQUENCY

SAMHSA  
SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION

AHRQ  
AGENCY FOR HEALTH CARE RESEARCH AND QUALITY

Public Welfare Foundation

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