

Turning Bold Ideas Into Concrete Results

Developing the Support Structures Necessary to Successfully Implement New Criminal and Juvenile Justice Policies

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Implementation Support Structures

What are they?

Why do they matter?



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Presentation Outline

Part I: Understanding the Stages of Implementation

Part II: Six Steps to Implementation Success

Part I: Understanding the Stages of Implementation



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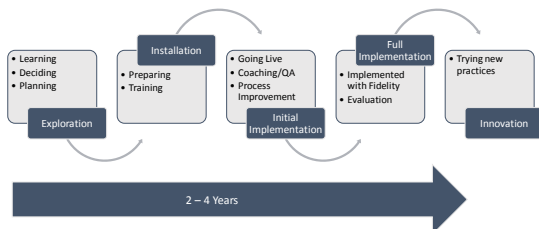
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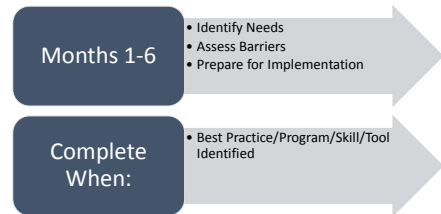
Stages of Implementation



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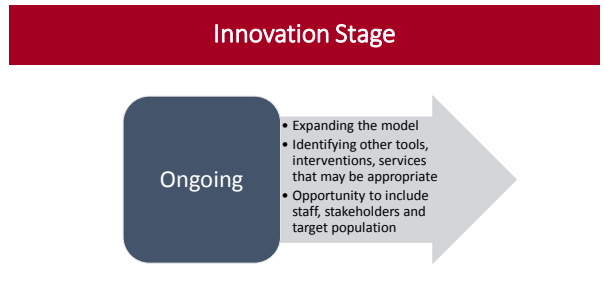
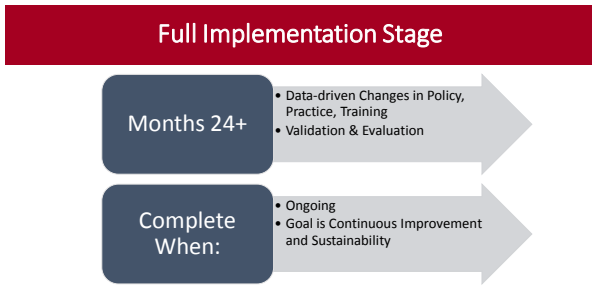
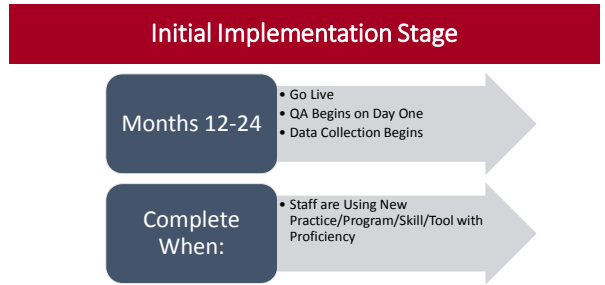
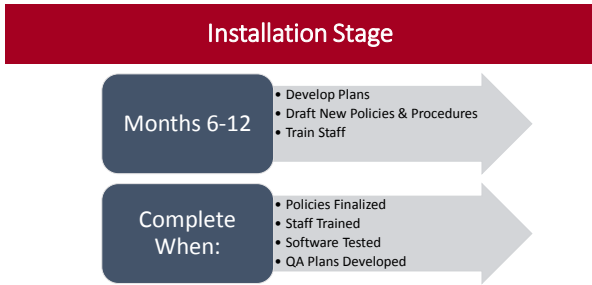
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Exploration Stage

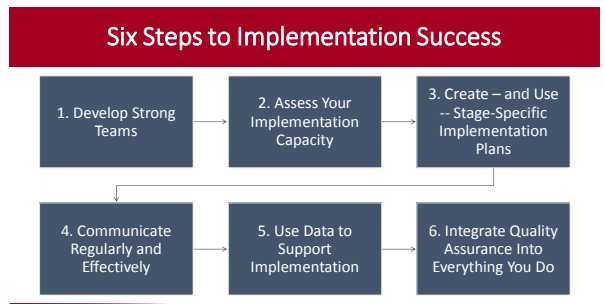


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Part II: Six Steps to Implementation Success



Step One: Develop Strong Teams

- Organize implementation committee and subcommittees by focus areas
- Ensure representation from all relevant agencies, departments and jurisdictions
- Implementation committee and subcommittees should include line staff
- Conduct training on implementation stages



Step Two: Assess Your Implementation Capacity

Key Elements to Assess:

- Previous Implementation Experience
- Internal Leadership
- Partners
- Baseline Understanding of Evidence-Based Practices
- Policies and Procedures
- Data Collection and Analysis Capacity



Previous Implementation Experience

- What has gone well?
- What has gone less well?
- Where have other efforts stalled?
- What have been the barriers?



Internal Leadership

Implementation Champion:

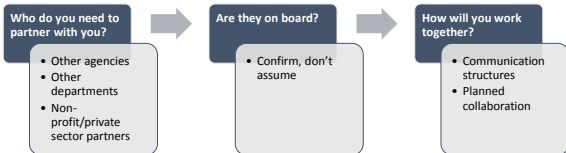
- Coordinates various moving parts
- Ensures cross-team, cross-department communication
- Assumes responsibility for moving things forward

Agency Leadership:

- Often lacks the time to handle the details
- Role is to communicate purpose & importance of policy change
- Should support and communicate regularly with implementation champion



Partners



Baseline Understanding of EBP

- Do staff have a firm understanding of the theory and research behind policy changes?
 - Senior Leadership
 - Supervisors
 - Line Staff
- Is any additional training on fundamentals necessary?



Policies & Procedures

- What policies and procedures will need to change?
- How do your support systems need to change to support the policy change?
 - Human Resources: Hiring, Performance Reviews
 - Training
 - Technology: databases, hardware
 - Physical Infrastructure: workspaces, work locations
- How will you include staff at all levels in policymaking process?

Data Collection & Analysis

Data Collection & Reporting Systems	Training & Quality Assurance	Organizational Culture	Analysis Capacity
<ul style="list-style-type: none"> • Able to capture the information you need? • Able to report information out in a useable fashion? 	<ul style="list-style-type: none"> • Are staff trained on proper data entry? • Are there systems in place to ensure data quality? 	<ul style="list-style-type: none"> • Is there a regular practice of using data to inform decisions? 	<ul style="list-style-type: none"> • Do you have sufficient research/data analysis staff to help interpret information?

Step Three: Create Implementation Plans



Training Plans

Three Types of Trainings to Support Implementation:

- 1) Capacity-building trainings: laying the foundation
- 2) Policy trainings: training on policy specifics
- 3) Booster trainings: address ongoing questions and problems

Step Four: Communicate Regularly & Effectively

- Why is regular internal communication so important?**
- Communicate purpose: the “why” behind the “what”
 - Dispel myths and alleviate confusion
 - Enhance motivation and support

Communications Planning

Message	<ul style="list-style-type: none"> • What changes are coming? • Why is the agency making this change?
Methods	<ul style="list-style-type: none"> • How will you get the message out?
Audience	<ul style="list-style-type: none"> • Who are you trying to communicate with?
Frequency	<ul style="list-style-type: none"> • How often do you need to communicate?
Feedback	<ul style="list-style-type: none"> • How will you gather feedback?

Step Five: Use Data to Support Implementation

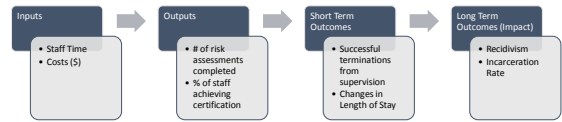
Performance data can help you answer questions:

- Are policies being implemented correctly?
- What is – and isn't – working? Why?
- Are we achieving desired outcomes?

Setting performance goals can help you improve performance:

- Communicate desired outcome and set clear expectations
- Motivate performance; let staff know "how they're doing"
- Create opportunities for celebration and recognition

Identify Key Metrics



Don't Forget Descriptive Details

Collect descriptive details to allow for more detailed analysis:

- Demographics
- Risk level
- Officer/agent identifier
- Conviction type
- Supervision type

Put Your Data to Use

- Data are critical to a continuous improvement process and ongoing data-driven decision-making
- Create regular opportunities to discuss performance data
- Data often lead to more questions than answers



Step Six: Integrate Quality Assurance

•What is fidelity?

- Fidelity is doing this work right

•Why does fidelity matter?

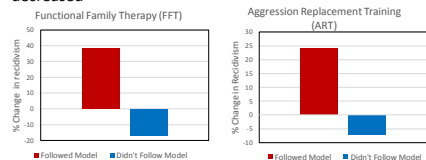
- If we implement a practice, program, tool or skill with fidelity, if we do it right, we are more likely to see the desired results

•How do we know if we are doing our work with fidelity?

- Developing and implementing a quality assurance process improves adherence to fidelity

Why Does Fidelity Matter?

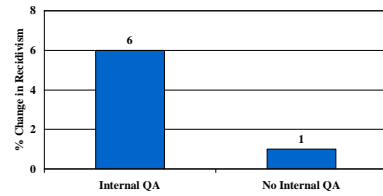
- Research has shown that when a program is delivered with fidelity to the model, recidivism rates can be significantly decreased



Quality Assurance Processes

- May include:
 - Providing ongoing coaching and support
 - Case file reviews
 - Video-taped groups/client interviews
 - Generating reports to identify potential problem areas
 - Formal training plans, including initial and on-going training
 - Skill-training with directed practice
- Use the information learned throughout the process for continuous improvement

Importance of Quality Assurance



Latessa et al. (2010)

Conclusion

- Turning ideas into concrete results is no easy feat
- Buy-in and deliberate planning are necessary to success
- The process does not end
- Ongoing evaluation and review of practices, programs, skills and tools is required to sustain positive outcomes

Questions and Comments?

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