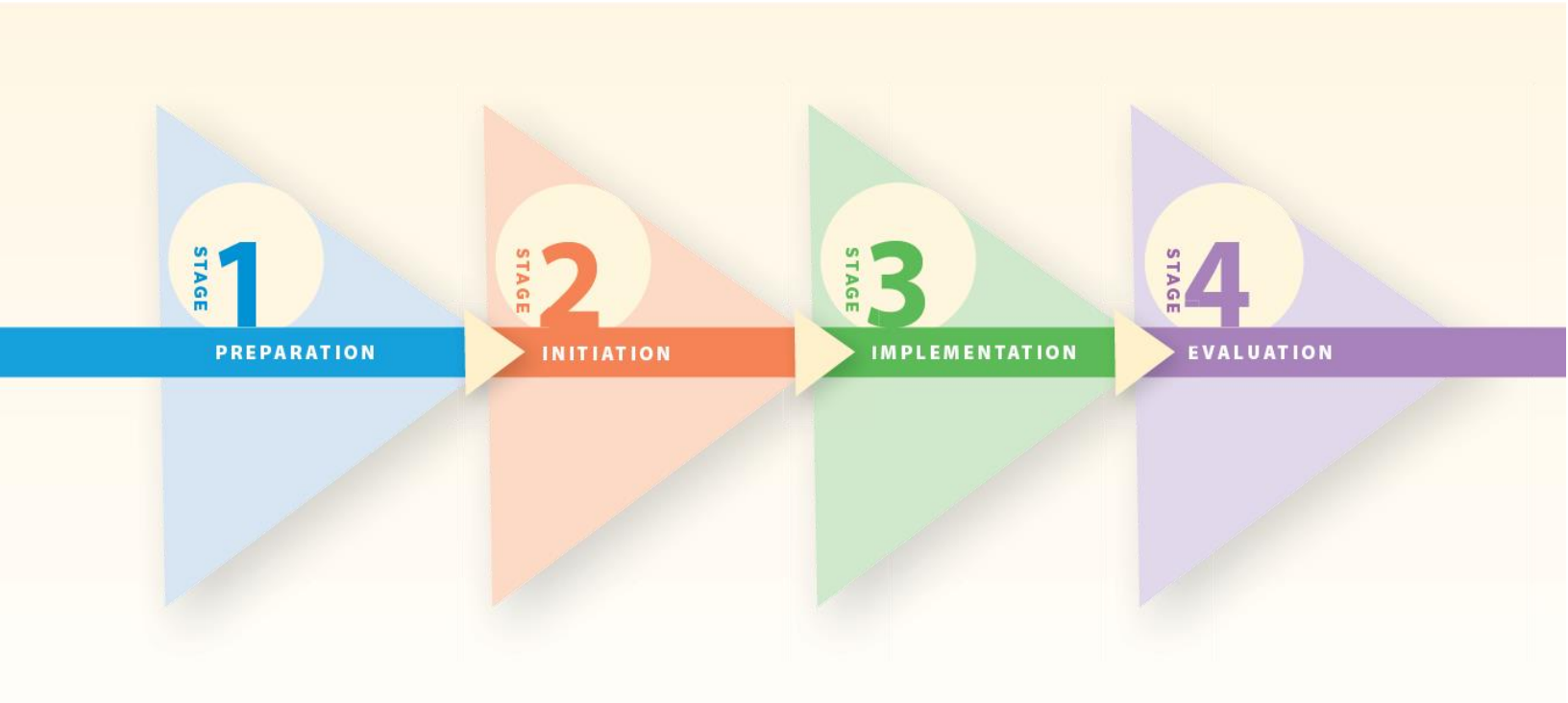


Implementing Evidence-Based Practices: A Staged Approach

Overview and Stage 1



Overview

In June 2019, the Pennsylvania Partnership for Criminal Justice Improvement (PPCJI) published the *Blueprint for EBP Implementation*. The Blueprint provided counties with a framework, consisting of four discrete stages, for implementing evidence-based practices.

The sequencing of the stages is deliberate, addressing the core, foundational components first and then building on them. Even though counties are encouraged to follow the sequence, the staged model is designed to be flexible—responsive to counties’ barriers, opportunities, and diversity.

Each of the four stages involves a number of key tasks, as shown below.

WHY STAGES?

Dividing larger projects into manageable stages:

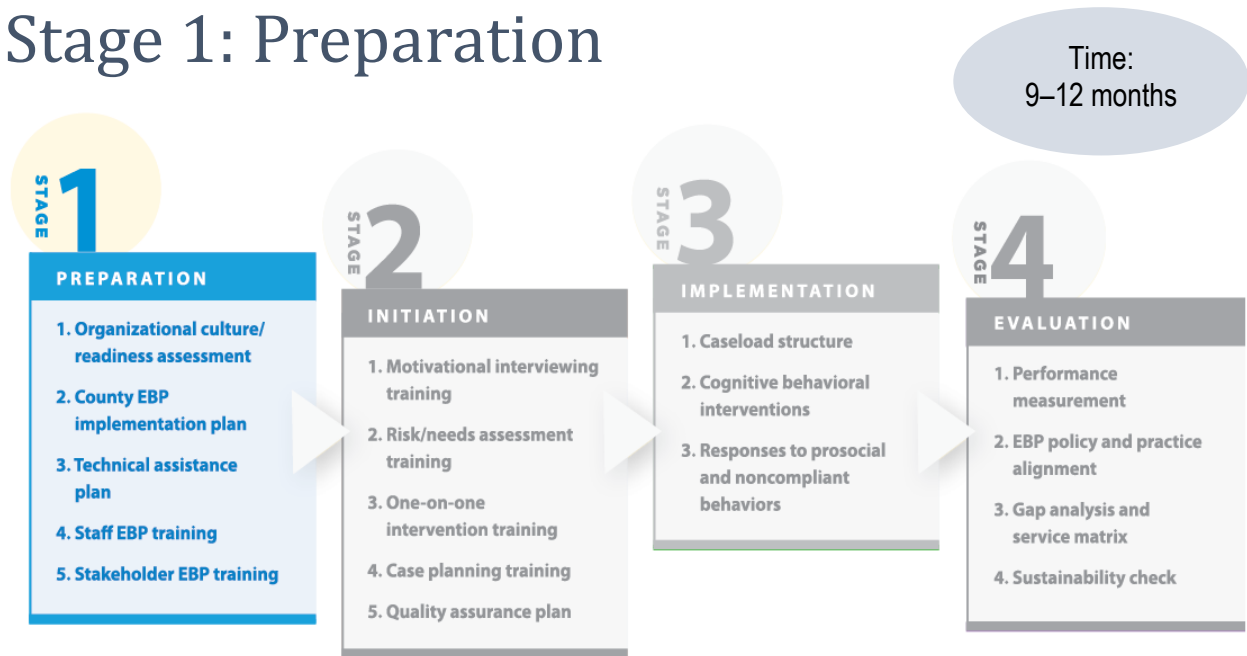
- minimizes overwhelm and resistance
- allows counties—some of which may be early adopters of EBP, have one component of EBP in place, or not have begun to implement EBP—to evaluate where they are in the process, enter the sequence where appropriate, revisit previous steps that they may have missed, and develop a plan to move forward
- provides opportunities to obtain feedback, assess quality, and make adjustments prior to moving to subsequent tasks
- offers opportunities to recognize and celebrate success



New documents have been developed to assist with each stage:

- The **introduction** for each stage includes a chart with the stage's key tasks, subtasks, implementation tips, and resources.
- An **implementation plan template**, organized by key task, lists the various subtasks and provides space for the implementation committee to fill in the start and end dates, lead person, others responsible, and resources/partners needed for each subtask.
- A **cost-benefit analysis worksheet** allows counties to evaluate the costs (human, materials, and data systems) and benefits of the stage.
- A **fidelity and quality assurance checklist** enables counties to evaluate their current strengths and identify areas for improvement.

Stage 1: Preparation



The following chart introduces stage 1: its key tasks and subtasks, implementation tips, and helpful resources.

Key Tasks	Subtasks	Implementation Tips	Resources
1. Conduct an organizational culture/readiness assessment	1a. Use a structured assessment to gauge the organizational climate and culture 1b. Summarize the findings 1c. Develop and implement a plan to address areas of concern	<ul style="list-style-type: none"> Gather feedback from a cross-section of staff and leadership Be prepared for direct and sometimes unfavorable feedback 	<ul style="list-style-type: none"> Readiness assessment

Key Tasks	Subtasks	Implementation Tips	Resources
2. Develop a county EBP implementation plan	2a. Form an EBP implementation committee 2b. Identify key EBP components 2c. Assess the county's status with respect to EBP implementation 2d. Develop a deliberate and systematic EBP implementation plan 2e. Monitor and update the plan regularly	<ul style="list-style-type: none"> • Involve a cross-section of leadership, staff, and key stakeholders • Focus on what is realistic and achievable 	<ul style="list-style-type: none"> • Blueprint for EBP Implementation* • EBP implementation plan template
3. Determine the level of technical assistance required	3a. Identify training and technical assistance needs 3b. Identify trainers and technical assistance providers 3c. Explore training and technical assistance funding opportunities	<ul style="list-style-type: none"> • Consider internal and external training and technical service providers • Explore opportunities to partner with other counties • Investigate funding opportunities through government and justice system organizations 	<ul style="list-style-type: none"> • List of counties, identified by the County Chief Adult Probation and Parole Officers Association of Pennsylvania, that have volunteered to mentor other counties on key topics

Key Tasks	Subtasks	Implementation Tips	Resources
4. Train staff on the principles of EBP and on the strategic plan	4a. Develop a standard training curriculum 4b. Develop a training plan 4c. Train staff 4d. Assess and revise the training as needed 4e. Involve staff in EBP implementation	<ul style="list-style-type: none"> • Provide staff opportunities to ask questions and provide feedback • Collaborate with staff to identify meaningful ways they can participate in EBP implementation 	<ul style="list-style-type: none"> • EBP Overview Video: Pennsylvania Partnership for Criminal Justice Improvement* • EBP briefs related to changing probation practices*
5. Provide EBP training to local stakeholders	5a. Identify key stakeholder groups 5b. Develop curricula tailored to stakeholders' interests and concerns 5c. Develop a training plan 5d. Train stakeholders 5e. Assess and revise the trainings as needed	<ul style="list-style-type: none"> • Identify stakeholders who can champion the effort • Engage and educate stakeholders on an ongoing basis 	<ul style="list-style-type: none"> • EBP Overview Video: Pennsylvania Partnership for Criminal Justice Improvement* • Briefs related to various stakeholder roles*

* See <http://www.ccappoap.com/ebpstakeholderresources/>.

EBP Implementation Plan Template

Purpose: Developing and monitoring a clear, realistic implementation plan is critical to ensuring the successful implementation of EBP.

Instructions: It is recommended that the Chief Probation Officer establish an implementation committee consisting of internal staff (managers, supervisors, probation officers, and support staff) as well as key stakeholders. For each of the key task's subtasks, the committee should assign realistic start and end dates, delegate a lead person and others responsible for achieving the subtask, identify needed resources and possible partners, and list potential barriers and strategies to overcome them.

Date: _____

Key Task 1: Conduct an Organizational Culture/Readiness Assessment

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/Partners Needed
1a. Use a structured assessment to gauge the organizational climate and culture				
2b. Summarize the findings				
3c. Develop and implement a plan to address areas of concern				



Potential Barriers	
Strategies to Address Barriers	

Key Task 2: Develop a County EBP Implementation Plan

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/Partners Needed
2a. Form an EBP implementation committee				
2b. Identify key EBP components				
2c. Assess the county's status with respect to EBP implementation				
2d. Develop a deliberate and systematic EBP implementation plan				
2e. Monitor and update the plan regularly				
Potential Barriers				
Strategies to Address Barriers				

Key Task 3: Determine the Level of Technical Assistance Required

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/Partners Needed
3a. Identify training and technical assistance needs				
3b. Identify trainers and technical assistance providers				
3c. Explore technical assistance funding opportunities				
Potential Barriers				
Strategies to Address Barriers				

Key Task 4: Train Staff on the Principles of EBP and on the Strategic Plan

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/Partners Needed
4a. Develop a standard training curriculum				
4b. Develop a training plan				
4c. Train staff				
4d. Assess and revise the training as needed				
4e. Involve staff in EBP implementation				
Potential Barriers				
Strategies to Address Barriers				

Key Task 5: Provide EBP Training to Local Stakeholders

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/Partners Needed
5a. Identify key stakeholder groups				
5b. Develop curricula tailored to stakeholders' interests and concerns				
5c. Develop a training plan				
5d. Train stakeholders				
5e. Assess and revise the trainings as needed				
Potential Barriers				
Strategies to Address Barriers				

Cost–Benefit Analysis Worksheet

Purpose: A county that makes a commitment to align its practices with research evidence in order to reduce recidivism will likely experience significant pressure to shift how it invests its resources. Personnel requirements (numbers of staff, qualifications, assignments, caseload/workload), activities, policies, and practices will likely change. The cost–benefit analysis worksheet is designed to help administration weigh the costs (human, materials, and data resources) of EBP implementation against its benefits.

Instructions: It is recommended that the Chief Probation Officer complete the cost–benefit analysis worksheet in conjunction with a team of agency representatives (managers, supervisors, probation officers, and support staff). Each representative will examine the items on the worksheet from their own perspective, based on their work experience, and provide insights into possible implications. If the county is just beginning to embark on an EBP implementation process, it may not be able to assess some of the costs or benefits. If this is the case, the county is urged to reach out to other counties for assistance.

Rather than using quantifiable measures, this worksheet uses the subjective measures of “None,” “Some,” and “A lot.” Each county will need to determine what these terms mean to them. A possible interpretation is provided below.

Cost (Human, Materials, and Data Systems)	Benefit (to Mission Outcomes)
None: Can be done with existing resources	None: No real benefit
Some: Will take some, but not a significant amount of, additional resources	Some: Benefits can be articulated but are not significant or are difficult to quantify
A lot: Will require a considerable amount of additional resources	A lot: Benefits are significant

The cost–benefit analysis team should reach consensus on the cost and benefit of each task. After the worksheet is completed, the team should discuss how it might revise its approach to proceed with EBP implementation in a more cost-effective way and to plan for the upcoming costs.

Date: _____

Key Tasks and Subtasks	Additional Cost			Anticipated Benefit		
	None	Some	A lot	None	Some	A lot
1. Conduct an organizational culture/readiness assessment 1a. Use a structured assessment to gauge organizational climate and culture 1b. Summarize the findings 1c. Develop and implement a plan to address areas of concern						
2. Develop a county EBP implementation plan 2a. Form an EBP implementation committee 2b. Identify key EBP components 2c. Assess the county's status with respect to EBP implementation 2d. Develop a deliberate and systematic EBP implementation plan 2e. Monitor and update the plan regularly						
3. Determine the level of technical assistance required 3a. Identify training and technical assistance needs 3b. Identify trainers and technical assistance providers 3c. Explore technical assistance funding opportunities						

Key Tasks and Subtasks	Additional Cost			Anticipated Benefit		
	None	Some	A lot	None	Some	A lot
4. Train staff on the principles of EBP and on the strategic plan 4a. Develop a standard training curriculum 4b. Develop a training plan 4c. Train staff 4d. Assess and revise the training as needed 4e. Involve staff in EBP implementation						
5. Provide EBP training to local stakeholders 5a. Identify key stakeholder groups 5b. Develop curricula tailored to stakeholders' interests and concerns 5c. Develop a training plan 5d. Train stakeholders 5e. Assess and revise the trainings as needed						

What is needed to accomplish stage 1?

Human Resources _____

Materials _____

Data Systems _____

Fidelity and Quality Assurance Checklist

Purpose: A fidelity and quality assurance checklist helps counties to assess whether they are implementing tasks and subtasks and to monitor performance over time.

Instructions: Each jurisdiction is at a different phase of EBP implementation. Even early adopters often learn that they have either skipped an important step or that they could take additional steps to increase fidelity and quality assurance. Regardless of where a jurisdiction is on their EBP implementation journey, this checklist will assist in identifying the next steps.

It is recommended that the Chief Probation Officer complete the checklist in conjunction with a team of agency representatives (managers, supervisors probation officers, and support staff). Each representative will examine the items on the worksheet from their own perspective, based on their work experience, and provide insight. Items highlighted in green should be the primary focus for those early in implementation.

Date: _____

Key Tasks and Deliverables	Implementation Status			
	Completed	Partially	Not Started	Revisit
1. Conduct an organizational culture/readiness assessment				
1a. A structured assessment is used to gauge organizational climate and culture				
1b. Assessment findings are summarized				
1c. A plan to address areas of concern is developed				
1d. A plan to address areas of concern is implemented				
1e. An organizational culture/readiness assessment is conducted annually				
1f. Trends are monitored				

1g. Policies and procedures are revised to reflect the administration of an organizational culture/readiness assessment				
2. Develop a county EBP implementation plan	Completed	Partially	Not Started	Revisit
2a. An EBP implementation committee is formed				
2b. Key EBP components are identified				
2c. The county's status with respect to EBP implementation is assessed				
2d. A deliberate, systematic Implementation plan is developed				
2e. The plan is monitored and updated regularly				
2f. Policies and procedures are revised to reflect the development of the county EBP implementation plan				
3. Determine the level of technical assistance required	Completed	Partially	Not Started	Revisit
3a. Training and technical assistance needs are identified				
3b. Trainers and technical assistance providers are identified				
3c. Technical assistance funding opportunities are explored				
3d. Policies and procedures are revised to reflect the determination of training and technical assistance needs				

4. Train staff on the principles of EBP and on the strategic plan	Completed	Partially	Not Started	Revisit
4a. A training plan is developed				
4b. A curriculum for supervisors is developed				
4c. A curriculum for staff is developed				
4d. Supervisors are trained				
4e. Staff are trained				
4f. EBP messaging to staff is positive, clear, and consistent				
4g. Policies and procedures are revised to reflect supervisor and staff training on the principles of EBP and on the strategic plan				
5. Provide EBP training to local stakeholders	Completed	Partially	Not Started	Revisit
5a. Key stakeholder groups are identified				
5b. A training plan is developed				
5c. Curricula are tailored to stakeholders' interests and concerns				
5d. Key stakeholders are trained				
5e. EBP messaging to stakeholders is positive, clear, and consistent				
5f. Policies and procedures are revised to reflect stakeholder training on the principles of EBP				

Based on your answers, identify the top three things you want to do in order to make further progress in building and sustaining an EBP jurisdiction, and the steps you will take to get there.

Action Planning Worksheet		
Areas in Need of Work	Action Steps	Notes