Implementing Evidence-Based Practices: A Staged Approach

Stage 4

PPCJI Pennsylvania Partnership for Criminal Justice Improvement
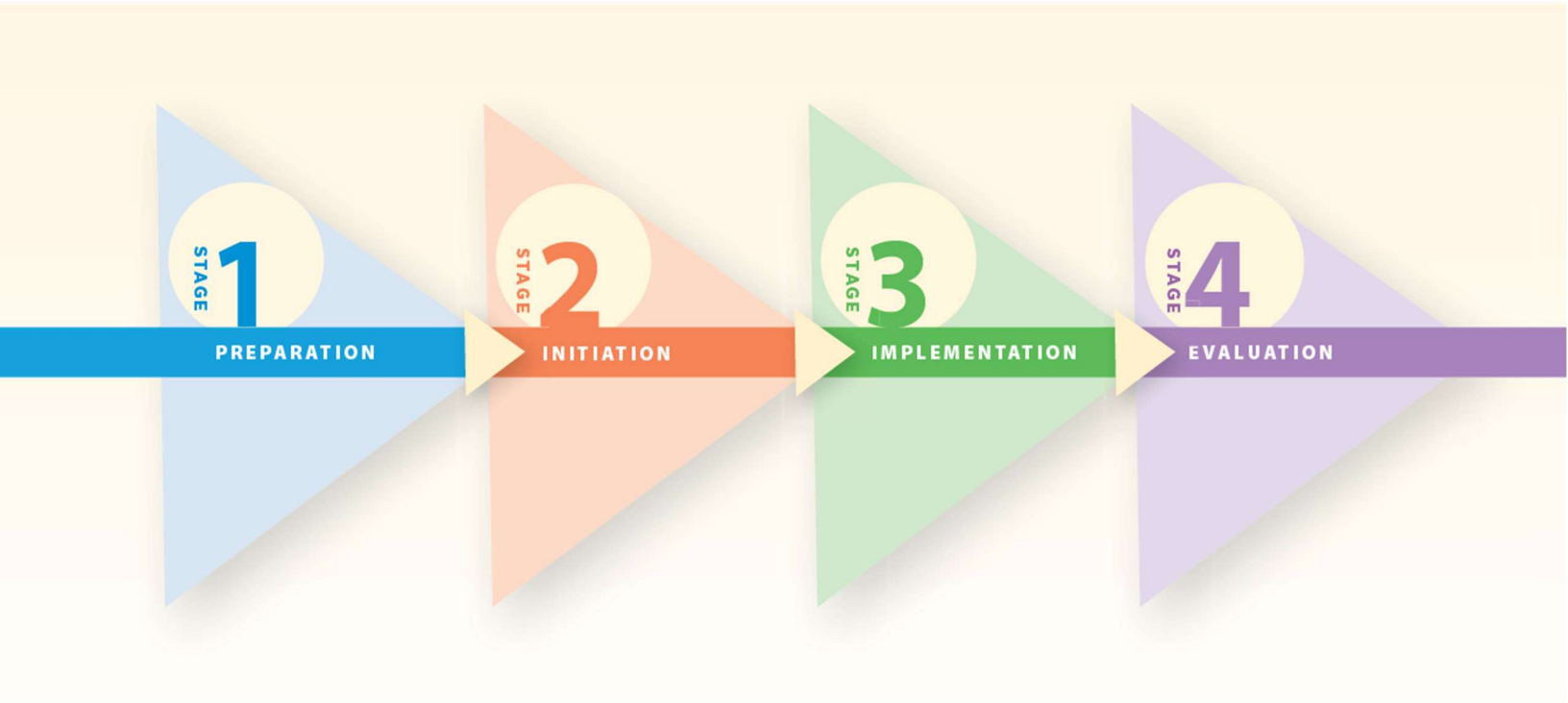
Stage 4: Evaluation

Time:
12–18 months

This document includes the following to assist with implementation of stage 4:

- The **overview** includes a chart with the stage's key tasks, subtasks, implementation tips, and resources.

- The **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.

- The **cost–benefit analysis worksheet** allows agencies to evaluate the costs (human, materials, and data systems) and benefits of the stage.

- The **fidelity and quality assurance checklist** enables agencies to evaluate their current strengths and identify areas for improvement.

Overview

The following chart provides an overview of stage 4: its key tasks and subtasks, implementation tips, and helpful resources.[1]

Key Tasks	Subtasks	Implementation Tips	Resources
1. Develop a performance measurement system	1a. Identify process and outcome measures, including benchmarks, that will help assess the fidelity of EBP implementation 1b. Develop policies, procedures, and the infrastructure to collect, store, process, report, and use data effectively 1c. Collect and analyze data regularly 1d. Share data with staff and stakeholders regularly 1e. Evaluate measures and outcomes regularly and address identified concerns	• Include staff and other stakeholders in the development of key measures • Ensure your agency can collect/measure the needed data • Collect baseline data • Refine performance measures as needed • Share data clearly and concisely (e.g., using a dashboard, infographics, brief report) • Give staff and stakeholders the opportunity to offer feedback on data	• Collecting, Analyzing, and Sharing Data*

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[1] Resources marked with * can be found at https://ccappoap.com/ebp-resources/ebp-briefs/. Resources marked with ** can be found at https://ccappoap.com/ebp-resources/ebp-stakeholder-resources/.

Key Tasks	Subtasks	Implementation Tips	Resources
2. Ensure agency alignment with EBP	2a. Evaluate policies and procedures, web pages, and other resources annually to ensure alignment with EBP and revise as needed 2b. Consider EBP proficiency when hiring and promoting staff 2c. Incorporate adherence to EBP into the performance appraisal system	• Allow staff time to work on incorporating EBP into their appointments before including EBP alignment in performance appraisals • Recognize that organizational change takes time	• Risk–Need–Responsivity Principles* • What Are Evidence-Based Practices?*
3. Conduct a program and service gap analysis and develop a service matrix	3a. Develop a profile of the treatment/service needs of the population under supervision 3b. Identify current programs/services that meet identified needs 3c. Identify gaps in programs/services 3d. Create a plan to bridge the gaps 3e. Create a matrix that lists available programs/services	• Choose a breadth of analysis and level of intensity that matches agency abilities and capacity • Determine whether program/service gaps can be addressed by current or new in-house staff or community providers, or using virtual options • In the matrix, list programs/services by criminogenic	• Performing a Program and Service Gap Analysis**

Key Tasks	Subtasks	Implementation Tips	Resources
	3f. Update the matrix regularly 3g. Measure and evaluate program/ service outcomes	and stabilization need • Provide information on the referral process, referral criteria, length of program/service, fees, etc.	
4. Ensure sustainability	4a. Incorporate sustainability into implementation plans 4b. Implement strategies for ongoing learning and mentorship 4c. Develop internal trainers and coaches 4d. Regularly evaluate technical assistance needs and opportunities for regional partnerships 4e. Continuously collect, analyze, and share data 4f. Adjust policies and practices as needed	• Keep EBP at the core of operations, combatting drift and maintaining fidelity • Involve staff and stakeholders in developing strategies for sustainability • Ensure EBP messaging is consistent	• Collaboration* • Defense Attorneys* • How Communities Can Impact the Justice System* • How EBP Applies to Law Enforcement* • Judges' Role in an Evidence-Based System* • Prosecutors* • Victim Service Providers*

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: Develop a Performance Measurement System

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
1a. Identify process and outcome measures, including benchmarks, that will help assess the fidelity of EBP implementation				
1b. Develop policies, procedures, and the infrastructure to collect, store, process, report, and use data effectively				

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
1c. Collect and analyze data regularly				
1d. Share data with staff and stakeholders regularly				
1e. Evaluate measures and outcomes regularly and address identified concerns				

Potential Barriers	
Strategies to Address Barriers	

Key Task 2: Ensure Agency Alignment with EBP

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
2a. Evaluate policies and procedures, web pages, and other resources annually to ensure alignment with EBP and revise as needed				
2b. Consider EBP proficiency when hiring and promoting staff				
2c. Incorporate adherence to EBP into the performance appraisal system				

Potential Barriers	
Strategies to Address Barriers	

Key Task 3: Conduct a Program and Service Gap Analysis and Develop a Service Matrix

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
3a. Develop a profile of the treatment/service needs of the population under supervision				
3b. Identify current programs/services that meet identified needs				
3c. Identify gaps in programs/services				
3d. Create a plan to bridge the gaps				

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Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
3e. Create a matrix that lists available programs/servic es				
3f. Update the matrix regularly				
3g. Measure and evaluate program/service outcomes				

Potential Barriers	
Strategies to Address Barriers	

Key Task 4: Ensure Sustainability

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
4a. Incorporate sustainability into implementation plans				
4b. Implement strategies for ongoing learning and mentorship				
4c. Develop internal trainers and coaches				
4d. Regularly evaluate technical assistance needs and opportunities for regional partnerships				

Subtasks	Start Date/ End Date	Lead Person	Others Responsible	Resources/ Partners Needed
4e. Continuously collect, analyze, and share data				
4f. Adjust policies and practices as needed				

Potential Barriers	
Strategies to Address Barriers	

Cost–Benefit Analysis Worksheet

Purpose: An agency 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 agency 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 agency is urged to reach out to other agencies for assistance.

Rather than using quantifiable measures, this worksheet uses the subjective measures of "None," "Some," and "A lot." Each agency 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. Develop a performance measurement system 1a. Identify process and outcome measures, including benchmarks, that will help assess the fidelity of EBP implementation 1b. Develop policies, procedures, and the infrastructure to collect, store, process, report, and use data effectively 1c. Collect and analyze data regularly 1d. Share data with staff and stakeholders regularly 1e. Evaluate measures and outcomes regularly and address identified concerns						
2. Ensure agency alignment with EBP 2a. Evaluate policies and procedures, web pages, and other resources annually to ensure alignment with EBP and revise as needed 2b. Consider EBP proficiency when hiring and promoting staff 2c. Incorporate adherence to EBP into the performance appraisal system						
3. Conduct a program and service gap analysis and develop a service matrix 3a. Develop a profile of the treatment/service needs of the population under supervision 3b. Identify current programs/services that meet identified needs 3c. Identify gaps in programs/services						

Key Tasks and Subtasks	Additional Cost			Anticipated Benefit		
	None	Some	A lot	None	Some	A lot
3d. Create a plan to bridge the gaps 3e. Create a matrix that lists available programs/services 3f. Update the matrix regularly 3g. Measure and evaluate program/service outcomes						
4. Ensure sustainability 4a. Incorporate sustainability into implementation plans 4b. Implement strategies for ongoing learning and mentorship 4c. Develop internal trainers and coaches 4d. Regularly evaluate technical assistance needs and opportunities for regional partnerships 4e. Continuously collect, analyze, and share data 4f. Adjust policies and practices as needed						

What is needed to accomplish stage 4?

Human Resources_____

_____

_____

Materials _____

_____

_____

Data Systems_____

_____

_____

Quality Assurance Checklist

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

Instructions: Each agency 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 an agency 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			
1. Develop a performance measurement system	**Completed**	**Partially**	**Not Started**	**Revisit**
1a. Process and outcome measures, including benchmarks, that will help assess the fidelity of EBP implementation are identified				
1b. Policies, procedures, and the infrastructure to collect, store, process, report, and use data effectively are developed				
1c. Data is collected and analyzed regularly				
1d. Data is shared with staff and stakeholders regularly				

1e. Measures and outcomes are evaluated regularly and identified concerns are addressed				
2. Ensure agency alignment with EBP	**Completed**	**Partially**	**Not Started**	**Revisit**
2a. Policies and procedures, web pages, and other resources are evaluated annually to ensure alignment with EBP, and they are revised as needed				
2b. EBP proficiency is considered when hiring and promoting staff				
2c. Adherence to EBP is incorporated into the performance appraisal system				
3. Conduct a program and service gap analysis and develop a service matrix	**Completed**	**Partially**	**Not Started**	**Revisit**
3a. A profile of the treatment/service needs of the population under supervision is developed				
3b. Current programs/services that meet identified needs are identified				
3c. Gaps in programs/services are identified				
3d. A plan to bridge the gaps is created				
3e. A matrix that lists available programs/services is created				
3f. The matrix is updated regularly				
3g. Program/service outcomes are measured and evaluated				
3h. Policies and procedures are revised to reflect the results of the gap analysis				

4. Ensure sustainability	Completed	Partially	Not Started	Revisit
4a. Sustainability is incorporated into implementation plans				
4b. Strategies for ongoing learning and mentorship are implemented				
4c. Internal trainers and coaches ae developed				
4d. Technical assistance needs and opportunities for regional partnerships are regularly evaluated				
4e. Data is continuously collected, analyzed, and shared				
4f. Policies and practices are adjusted as needed				
4g. Policies and procedures are revised to reflect the need for sustainability				

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 agency, and the steps you will take to get there.

Action Planning Worksheet		
Areas in Need of Work	**Action Steps**	**Notes**