Evidence-Based Practices Implementation for Capacity (EPIC)

Legislative Update
CRS 24-33.5-514
July 2020

COLORADO
Division of Criminal Justice
Department of Public Safety

EPIC's Purpose

EPIC collaborates with justice and human-serving partners, using research-informed approaches to improve outcomes in Colorado communities.

The Evidence-Based Practices Implementation for Capacity Resource Center was founded in 2009 under the auspices of the Colorado Commission on Criminal and Juvenile Justice and funded by an American Recovery & Reinvestment Act grant. It was part of a statewide strategy to implement evidence-based practices to improve Colorado's justice system. EPIC staff traveled the state providing initial training in Mental Health First Aid and training, coaching and Communities of Practice in Motivational Interviewing.

In the 10 years since its inception, EPIC has expanded its provision of technical assistance to include professional development in numerous evidence-based practices. EPIC has further expanded its scope by developing an array of full implementation services that guide and support organizations in building infrastructure to ensure the sustainability and long-term success of an evidence-based practice. EPIC now serves not only agencies within Colorado's justice system but also human services agencies whose clients are at risk of becoming involved in the justice system.

EPIC's systematic and client-focused approach, documented in "The EPIC Way", ensures that an evidence-based practice delivers its promise for justice-involved and at-risk individuals. EPIC continues to balance offering broad, statewide educational opportunities with the deeper work of successfully embedding an evidence-based practice within an organization for long-term impact and improved outcomes in Colorado communities.

From Training to Implementation for Sustainability: EPIC's Ten-Year Retrospective

In October 2019, EPIC celebrated 10 years of service to Colorado's justice and human service systems. As I reflect back on our accomplishments during these 10 years, I am grateful for the support of the three governors under whom we've served, our state's legislative bodies, our Advisory Board members, and our leaders within the Department of Public Safety and the Division of Criminal Justice. Thanks to this support, EPIC has evolved into a statewide champion for Implementation Science and evidence-based practices.

From the beginnings, EPIC has always dreamed big. We have been proud to serve as leaders in bridging the gap between research and using that research to help people rebuild their lives.

Originally, our work focused exclusively on the professional development side of Implementation Science. Our five trainers spent most of their time on the road training and coaching and later developing trainers and coaches statewide. We designed an innovative Communities of Practice model in which practitioners met to learn and grow together.

We learned that embedding an innovation into an organization involved far more than teaching people how to deliver it.

We began to explore other components of Implementation Science, working with the National Implementation Research Network at University of North Carolina and with the local group Justice System Assessment & Training, a leader in the implementation of evidence-based practices in the justice system. We discovered that we needed to work with organizational leaders to develop an infrastructure that would enable an innovation to be sustainable.

As a result, we morphed from trainers to Implementation Specialists, equipped to guide organizational leaders through a process of change based primarily on NIRN's successful, research-backed implementation model. We began to differentiate our services into general training that serves the entire state, technical assistance that serves organizations with specific needs, and full implementation support that provides organizations with two to four years of support in developing staff, establishing infrastructure, and removing barriers in order to embed their selected evidence-based practice in a sustainable manner.

It is through our implementation work that we achieve our greatest impact, and yet this impact is the hardest to quantify.

Implementation is the intense work of helping an organization, through evidence-based decision-making processes, to articulate clear goals and identify an evidence-based practice that will help them to achieve those goals; assess an organization's readiness for change and building infrastructure to support that change; use data to identify barriers and improvement cycles to remove them; and measure progress toward delivering the evidence-based practice with fidelity. It is through developing the conditions for successful delivery of an evidence-based practice that EPIC makes its impact.

This report is a summary of EPIC's client-focused activities since July 1, 2017, including highlights from our workshops, developed in 2018 and updated recently given recent events, on Diversity, Equity, and Inclusion. The entire EPIC team looks forward to continuing our partnerships with government and community agencies in order to fulfill our mission "to improve outcomes in Colorado communities" and advance social justice issues.

Sincerely,

Diane Pasini-Hill

EPIC Manager

2008 - CCJJ created *Study evidence-based strategies to enhance public safety, reduce victimization, and ensure the most cost-effective use of limited resources. CCJJ's first focus was re-entry. 3 ARRA grant applications submitted on behalf of CCJJ.*

EPIC founded by ARRA grant

EBP Educational Center for agencies serving justice-involved Coloradans aimed at enhancing successful outcomes.

MHFA and MI identified as first initiatives.

EPIC serves entire state

EPIC expanded skill development and created implementation teams in almost every jurisdiction across the state, fully embracing NIRN's Implementation Science model.

EPIC receives state funding

EPIC Advisory Board members testified to EPIC model's success and HB13-1129 was passed, sustaining EPIC and moving it to the Division of Criminal Justice.

ORS and JRSA publish on EPIC project.

2009   2011   2013

2010   2012   2014

EPIC partners with J-SAT

Trained and coached 85 justice professionals (Change Agents) in MI in Adams, Larimer and El Paso counties and Buena Vista and La Vista Correctional Facilities.

Funded 40 MHFA trainers.

EPIC continues momentum

Data showed Change Agents substantially increased MI skills. Leveraging Change Agent and implementation team momentum, continued training and implementing MI.

Received ARRA grant funding extension.

EPIC expands reach

EPIC works with 104 offices, including representatives from nearly every judicial district and public DOC facility.

DU study showed after MI staff development, overall recidivism rate reduced 34%.

Acronyms - Evidence-Based Practices Implementation for Capacity Resource Center (EPIC), Colorado Commission on Criminal and Juvenile Justice (CCJJ), Evidence-Based Practice (EBP), Mental Health First Aid (MHFA), Motivational Interviewing (MI), National Implementation Research Network (NIRN), American Recovery & Reinvestment Act (ARRA), Office of Research and Statistics (ORS)

EPIC's Partners   *We work with state-funded agencies or those receiving state funds to serve those in the justice system or at risk of becoming involved in the justice system. Contained in this report are projects that fit one or more of these criteria.*

EPIC implements CTAP

EPIC partnered with DOC facilities to implement CTAP.

EPIC and J-SAT formally evaluated 17th Judicial District Probation CoPs.

EPIC expanded MI training courses.

2015

EPIC expands training

EPIC's new workshops: Cognitive Behavioral Change, Presentation Design, and Learning Design.

EPIC worked more intensively with a smaller number of organizations and has a greater and more sustainable impact.

2017

EPIC expands capacity

EPIC onboarded **3 new clients**.

EPIC added courses in Active Listening, and in Introductory and Advanced Overviews of Implementation Science.

Research & Data Specialist joins EPIC.

2019

2016

EPIC partners

EPIC partnered with 17th Judicial District Probation to redesign its CoP model and ACTC to refine its case management coaching model. Helped implement Progression Matrix tool and BSMART incentives and sanctions tool.

2018

EPIC expands training

EPIC onboarded 5 new clients while continuing to provide training and technical assistance in MI and other EBPs.

Additional workshops addressing Diversity, Equity and Inclusion, and Risk-Need-Responsivity offered.
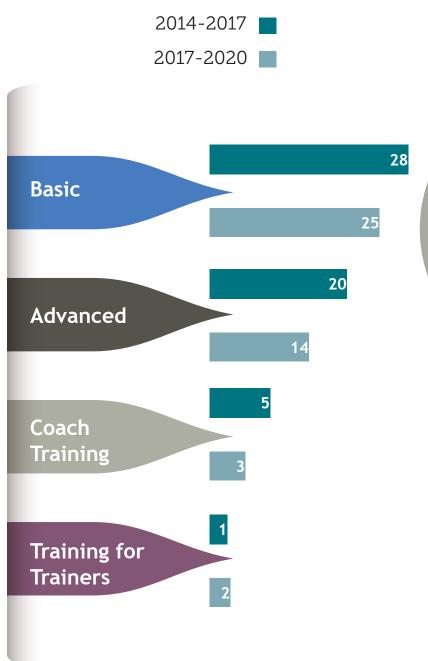
2020

EPIC serves

EPIC onboarded 1 new client; preparing for 2 more.

EPIC leveraged technological solutions to deliver remote learning during COVID-19 pandemic including Trauma-Informed Care, which demand far exceeds capacity.

Acronyms - Justice Research and Statistics Association (JRSA), Colorado Department of Corrections (DOC), University of Denver (DU), Colorado Transitional Accountability Plan (CTAP), Communities of Practice (CoP), Arapahoe Community Treatment Center (ACTC), Behavioral Shaping Model and Reinforcement Tool (BSMART)

Of the **285** people who took the Motivational Interviewing Basic workshop,

101 (35%)

continued to develop their skills by taking the MI Advanced workshop.

Number of Motivational Interviewing Training Sessions

2014-2017 ■
2017-2020 ■

Basic
- 28
- 25

Advanced
- 20
- 14

Coach Training
- 5
- 3

Training for Trainers
- 1
- 2

During the 2017-2020 triennium, EPIC shifted its focus from state-wide staff development, primarily in Motivational Interviewing, to the more focused work of supporting richer implementation in client agencies.

Despite this shift, EPIC maintained its state-wide presence and continued to provide training in Motivational Interviewing for Colorado's at-risk and justice-related agencies and organizations.

During this period, EPIC trained 487 participants in Motivational Interviewing throughout Colorado.

Sessions Held	Number Trained
3	22

Since July 1, 2017, EPIC has developed, pilot-tested, and introduced 10 additional workshops in response to clients' needs.

8	124

Active Listening and Interviewing Skills

Active listening builds on basic skills contained within the MI model and offers participants an opportunity to absorb and practice these skills as a starting point to working more effectively with clients.

2	22

Being Trauma Informed-First Online Course

SAMHSA GAINS Center for Behavioral Health and Justice Transformation designed this program to increase understanding of trauma, create an awareness of the impact of trauma on behavior and develop trauma-informed responses.

1	14

Case Planning and Management

The purpose of this training is to help participants understand and apply tenets of case planning and risk-need-responsivity principles. Case Planning training incorporates these concepts into supervision based on client behavioral needs and criminogenic risk factors.

1	9

Thinking for a Change

This cognitive-behavioral curriculum, developed by the National Institute of Corrections, is one of a few evidence-based practices developed specifically for the justice field to work with justice-involved individuals. Course offered online, in-person, & hybrid.

Diversity, Equity, & Inclusion

Designed to increase justice and human service professionals' understanding of implicit bias and its impacts, participants explore and practice techniques for interrupting their own biases in order to help promote equitable implementation.

These workshops are currently open to employees in all justice-related and human serving agencies throughout the state.

During this period, EPIC trained 548 participants throughout Colorado in these skills.

	Sessions Held	Number Trained
	5	44

Fierce Conversations

Effective communication is critical to successful implementation at all levels within an organization. In this course, participants learn practical techniques to improve their communication skills and help bring about positive change.

	1	13

Implementation: An Introduction

Implementation Science takes the guesswork out of introducing an innovation and shepherding it to maturity. This workshop provides an overview of the science behind EPIC's approach to helping agencies successfully implement evidence-based practices.

	1	10

Implementation: Improving Infrastructure to Sustain Innovation

In this workshop, participants move beyond the basics of Implementation Science to understand how it can be applied to challenges within their own organization.
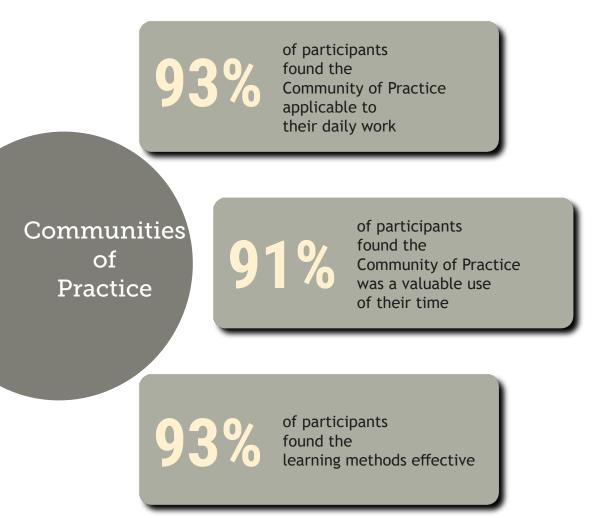
	1	5

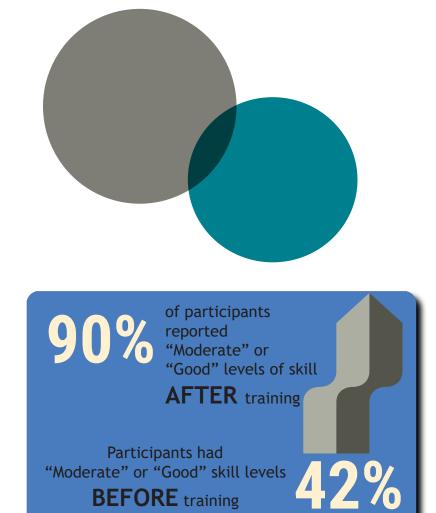## Leading for Implementation

Organizational leaders face both internal and external challenges when introducing and implementing a new evidence-based practice. This workshop helps equip them with the adaptive skills needed for success.
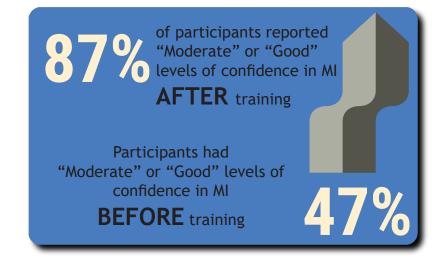
	1	17

Risk-Need-Responsivity

The risk-need-responsivity principle is an influential model for assessing and building case plans for justice-involved adults and youth. This workshop teaches participants how to use this model to support their clients in achieving successful outcomes.

Communities of Practice

93% of participants found the Community of Practice applicable to their daily work

91% of participants found the Community of Practice was a valuable use of their time

93% of participants found the learning methods effective

90% of participants reported "Moderate" or "Good" levels of skill **AFTER** training

Participants had "Moderate" or "Good" skill levels **BEFORE** training **42%**

87% of participants reported "Moderate" or "Good" levels of confidence in MI **AFTER** training

Participants had "Moderate" or "Good" levels of confidence in MI **BEFORE** training **47%**

Motivational Interviewing in Practice

Diversity, Equity, & Inclusion

75% of participants agreed they could apply what they learned to their work

Leadership

100% of participants agreed they could apply what they learned to their work

84% of participants reported significant learning about the impact of trauma and how to mitigate it

Trauma

Motivational Interviewing

87% of participants agreed they could apply what they learned to their work

Participants find EPIC workshops applicable to their work

Coaching

Participants said EPIC's coaching is **VALUABLE**. **100%**

Since the 2017 legislative report, EPIC has had

16

technical assistance projects spanning over

20

agencies.

01 Colorado Department of Public Safety (CDPS) 2017 - 2019

EPIC provided training in designing evidence-based presentations and curriculum for CDPS and continued support by facilitating a Community of Practice.

02 CDPS Division of Homeland Security (DHS) 2019 - Present

EPIC is assisting DHS to design, implement, and evaluate its community-focused model

Approximately 8 individuals across divisions met monthly to hone their skills.

03 CDPS Leadership Strategies Institute 2018 - 2019

EPIC provided training on Diversity, Equity, and Inclusion during the Leadership Strategies Institute.

to build awareness about, develop intervention strategies to address, and ultimately prevent targeted violence.

04 CDPS Strategic Planning Initiative 2017

EPIC assisted CDPS in broadening its annual goal for the Governor's Office to ready Colorado's justice-related

Participants attended from across all divisions within the department.

boards & commissions to more substantially use an evidence-based approach to their work.

05

ComCor, Inc

2018 - Present

EPIC has been providing support for organizational planning during ComCor's executive leadership transition. Up until the COVID-19 crisis, support was focused on building the executive team's communication skills by facilitating the Fierce Conversations program. Due to COVID-19, the work has been on hold since March, but is anticipated to resume sometime in the future when things settle down regarding health concerns.

06

Denver Runaway Youth Rapid Response Program- Pay for Success 2019

Program managers asked EPIC for assistance in enhancing the alignment between Rapid Responders and Clinicians in their approach to families in order to increase treatment retention rates. EPIC provided MI workshops with both teams present to enhance the consistent use of engagement techniques across both agencies.

07

Colorado Judicial Branch's Adult Diversion 2017

EPIC provided consultation services as well as training in MI and the use of data to make evidence-based decisions.

08

Larimer County Community Corrections (LCCC) 2015

When the Progression Matrix was rolled out, it included a coaching model that was based on a review of case files. LCCC was interested in exploring a live coaching and peer support model that focused on case manager soft skills development. EPIC piloted such a coaching model with LCCC for seven months in order to capacitate them to sustain the model on their own and enhance case management fidelity to the Progression Matrix.

09
Mental Health Disorders in the Criminal Justice System Housing Subcommittee (MHDCJS)
2019 - present

The MHDCJS Task Force oversees the MHDCJS Housing sub-committee. The subcommittee, made up of professionals focused on homelessness from a variety of disciplines, is responsible for developing policy and legislative recommendations to the task force that would reduce homelessness for justice-involved individuals with mental illness. EPIC is providing consultation on facilitation and decision-making practices.

10
Montrose and Sterling ATC, ACTC, ACRC, and CCTC
2015 - 2017

The Division of Criminal Justice used this project to inform the live coaching and peer support process in community corrections settings and to refine the Office of Community Corrections' (OCC) Master Coach Training Program. The project, delivered in partnership with OCC, included live coach development and Communities of Practice with case manager leaders which resulted in implementation of the live coaching process to develop a peer support culture.

11
Office of Adult and Juvenile Justice Assistance (OAJJA) Juvenile Diversion
2017 - present

EPIC conducted a review of Colorado's existing juvenile diversion programs in order to catalog diverse practices within the state and to identify the best practices. EPIC staff visited 16 sites, interviewing program leaders and staff to capture their operations and perspectives. These findings along with a literature review of exceptional diversion practices to contextualize the field experiences were published on the EPIC website.

12
San Luis Behavioral Health Group (SLVBHG)
2019

EPIC provided training in cognitive behavioral change to SLVBHG through the evidence-based Thinking for a Change program.

13

Domestic Violence Offender Management Board (DVOMB) 2014-2019

EPIC provided board support to:
- Fill the Division of Criminal Justice's governor-appointed DVOM board position
- Identify best board practices through observational study of the exemplary Pueblo Domestic Violence Task Force
- Report and share findings with Domestic Violence boards and task forces statewide
- Chair the Implementation Subcommittee for ongoing enhancement of board and community implementation of the standards

EPIC provided support for strategic planning to implement recommendations for adult pretrial reforms from a 2016 comprehensive agency evaluation. EPIC established and worked with an Implementation Team to:
- Introduce the Domestic Violence Screening Instrument as a supplement to the Colorado Pretrial Risk Assessment
- Develop a pretrial supervision decision-making matrix
- Establish a two-tiered pretrial supervision program consisting of regular and enhanced supervision
- Set up data collection and evaluation infrastructure

14

Boulder County Community Justice Services 2017
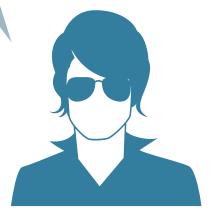
15

Independence
House
2011 - 2018

Independence House is a community corrections facility and long-standing EPIC client. They began with wide-scale MI development across two of their programs. Activities included:
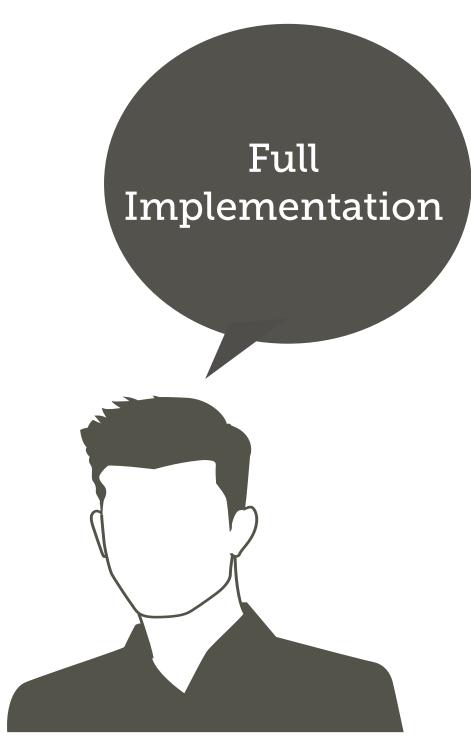
- Skill development of case workers and security staff in MI
- Intensive training, taping and coaching of in-house MI trainers and coaches to support sustainable skill development
- Consultation in staff selection (hiring practices and program innovators) to support future sustainability of MI practice
- Completion of an organizational assessment to inform leadership planning & decision-making for implementing the 2017 Colorado Community Corrections Standards, in accordance with the requirements of the Program Assessment for Correctional Excellence tool

EPIC has provided assistance in:

- Designing a Request For Proposals that includes the language of Implementation Science
- Training the Justice Assistance Grant (JAG) Board to include the use of Implementation Science as a criterion in the grant review process
- Providing two webinars for potential applicants to support the inclusion of Implementation Science principles in their applications
- Following the recent release of federal funding to support the grants, EPIC will complete this project in 2020-21 by:
- Leading a workshop for awardees to follow through on the use of Implementation Science in implementing their proposal

JAG Board,
Staff,
Applicants, &
Awardees
2018 - present

16

Full Implementation

EPIC supports the following agencies and organizations in Full Implementation of a goal to build the organization's infrastructure and staff capacity to sustain effective long-term application of its chosen evidence-based practice in order to achieve successful outcomes in Colorado communities.

Volunteers of America (VOA)
2018 - present

EPIC supports implementation of the Colorado Rapid Rehousing for Re-Entry model, which aims to secure temporary housing for homeless individuals who have current or past justice involvement or who are re-entering communities from jails or the Department of Corrections facilities under parole supervision. Workshops were provided in MI, Risk, Need, Responsivity, and basic case management methods. EPIC supports Communities of Practice and coaching. Perhaps most impactful, EPIC assists leadership with coordinating the implementation with fidelity of the many diverse and complex components of this program while preparing them to extrapolate key learnings to apply to other programs.

2nd Judicial District Colorado Youth Detention Continuum (Denver CYDC)
2018 - present

EPIC is providing full implementation support as Denver CYDC adopts the evidence-based practice of Case Planning, using a practice model that incorporates Risk-Need-Responsivity principles. The model blends MI, Case Planning, and the use of assessments to enhance client outcomes. EPIC has provided Case Planning training and is currently supporting Communities of Practice, providing one-on-one coaching to enhance fidelity, and assisting with leadership development.

Colorado Springs Probation Department
2010 - 2018

This is one of EPIC's original clients. EPIC provided a full range of support to ensure practitioners' fidelity in MI, including developing in-house trainers and coaches and building an infrastructure for sustainability.

Colorado Community Response (CCR)
2018 - present

CCR is implementing a model to support families reported to child welfare services on a neglect concern in order to prevent further involvement in the child welfare system. EPIC is providing implementation support for this state-wide multi-region effort to ensure and evaluate fidelity to the model. EPIC is collaborating with University of Denver's Colorado Evaluation and Action Lab to evaluate the program's impact.

Jefferson County Sheriff's Office
2018

EPIC was asked to assist the Jefferson County Sheriff's Office to improve its jail-based programming for offenders. The original request to provide full implementation support for MI expanded to support for the Thinking for a Change cognitive behavioral change program. Due to county funding issues, the project was placed on hold indefinitely after completing organizational assessments with the Implementation Team.

Addiction Research and Treatment Services (ARTS): Peer 1 and The Haven
2019 - present

EPIC began providing implementation services in MI for these community corrections facilities in 2019. Work is on hold due to COVID-19, but is expected to resume in summer 2020.

Restorative Justice Colorado
2020 - present

EPIC's newest partnership will see EPIC providing full implementation support for the Colorado Judicial Branch's Restorative Justice Colorado and its counsel. EPIC also looks forward to collaborating with the Colorado Coalition for Restorative Justice Practices (CCRJP) in this effort to help develop and document a consistent model of restorative justice, cultivate community interest and expansion, provide training, and build infrastructure in order to advance this evidence-based practice throughout the state.

1st Judicial District Colorado Youth Detention Continuum (Jeffco CYDC)
2018 - present

EPIC is supporting Jeffco CYDC staff in achieving fidelity in MI through training, Communities of Practice, and one-on-one coaching. EPIC is further providing training and professional development support for Case Planning, in order to develop a hybrid model that will enhance outcomes for Jeffco CYDC's clients.

Conferences

EPIC staff presented on topics associated with the effective implementation of evidence-based practices at these conferences held in Colorado:
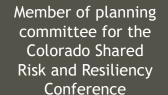
Blueprints for Healthy Youth Development (April 2018)
Colorado Collaborative Justice (May 2018)
Shared Risk and Protective Factor (May 2018)
National Association for Justice Information Systems (Oct 2018)

Juvenile Diversion Retreat (April 2019)
Shared Risk and Protective Factor (May 2019)
Colorado Community Response Supervisor and Grantee Conferences (May and October 2019)
Diversion/Restorative Justice Mini-Conference (October 2019)

Colorado Criminal Justice Systems Forum (March 2020)

2018

2019

2020

Additional roles in service of furthering evidence-based decision making and Implementation Science in Colorado

EPIC continues to take a leadership role in promoting Implementation Science and evidence-based practices by collaborating with other organizations with which it shares common goals. EPIC's service includes:

Member of planning committee for the Colorado Shared Risk and Resiliency Conference

Member of Global Implementation Society committee planning learning events for implementation practitioners around the world

Member of the planning group for the annual conference of the Global Implementation Society to be held in 2021 Westminster, CO

Leadership role in the Colorado Implementation Collaborative

Leadership role in the Colorado Evidence-Based Policy Collaborative

Collaborator, Colorado Evaluation and Action Lab

New in 2020

As of July 1, 2020, EPIC is discussing partnering with the following agencies:

Colorado Family First Prevention Services Act

In response to federal legislation, Colorado created a roadmap for the rollout of this massive undertaking to provide a higher level of evidence-based practices to families across the country. Several human service professionals have expressed interest in partnering with EPIC to enhance their implementation efforts.

4th Judicial District Colorado Youth Detention Continuum

El Paso County CYDC leaders have approached EPIC about enhancing operations in ways similar to the CYDC program work in Jefferson and Denver counties.

18th Judicial District Colorado Youth Detention Continuum

Arapahoe County CYDC leaders have approached EPIC about enhancing operations in ways similar to the CYDC program work in Jefferson and Denver counties.

Colorado Office of the Child's Representative

OCR oversees roughly 250 *guardians ad litem*.

In keeping with current best practices, OCR is moving to a multi-disciplinary model that includes social service providers and has approached EPIC for support with implementation.
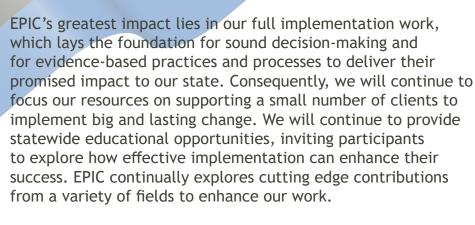
Fort Collins Juvenile Diversion

Based on EPIC's work with diversion program sites throughout the state, Fort Collins has inquired about implementation assistance. Scope of work and details on the project plan are forthcoming.

Several additional potential locations

Looking Forward

In the next triennium, EPIC will continue to partner with agencies serving justice and at-risk populations throughout Colorado. We will develop our online presence by translating our workshops into webinars and by building and sharing our online resource bank. This will allow us to expand our reach to include more participants in our training, especially those with time and travel constraints, and to make the most of our own resources of time and talent.

EPIC's greatest impact lies in our full implementation work, which lays the foundation for sound decision-making and for evidence-based practices and processes to deliver their promised impact to our state. Consequently, we will continue to focus our resources on supporting a small number of clients to implement big and lasting change. We will continue to provide statewide educational opportunities, inviting participants to explore how effective implementation can enhance their success. EPIC continually explores cutting edge contributions from a variety of fields to enhance our work.

We are committed to applying the newly-documented "EPIC Way" to more fully supporting our clients in their social justice and human service pursuits. We look forward to sharing what we learn through case studies and other reports and to leading the way for impact by applying evidence-based practices and decision-making throughout our state.

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