PROGRAMMING SEMINAR SERIES

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Seminar 1.3:
Program Design and Implementation

HOUSEKEEPING/ZOOM

STRATEGIC FRAMEWORK FOR DATA-DRIVEN AND EVIDENCE BASED PRACTICE

Seminar Series 1: Programming

Seminar Series 2: Data Strategy and Evaluation

PROGRAMMING SEMINAR SERIES OVERVIEW

- Give counties approaches to look at their justice involved populations through a lens of evidence, shared interventions, and a system-wide view.
- Offer tools that help to operationalize and embed evidence in program design and funding
- Apply concepts of cost efficacy to program design and assessment

PROGRAMMING SERIES CORE COMPONENTS

Program Inventory	• How do we build a program inventory and make it useful?	Oct 2020
Assessing and Applying Evidence	• How do we look at evidence and ask critical question?	Dec 2020
Program Design and Contracting	• How do we connect evidence to contracting and program design?	Feb 2021
Cost Benefit, Part 1	• What are the key concepts in developing a cost-benefit model?	Apr 2021
Cost Benefit, Part 2	• How do we use cost-benefit analysis to inform policy and practice?	June 2021

SEMINAR 1.3:
PROGRAM DESIGN AND CONTRACTING

PROGRAM DESIGN AND CONTRACTING SEMINAR OVERVIEW

How do you design programs to have maximum impact?

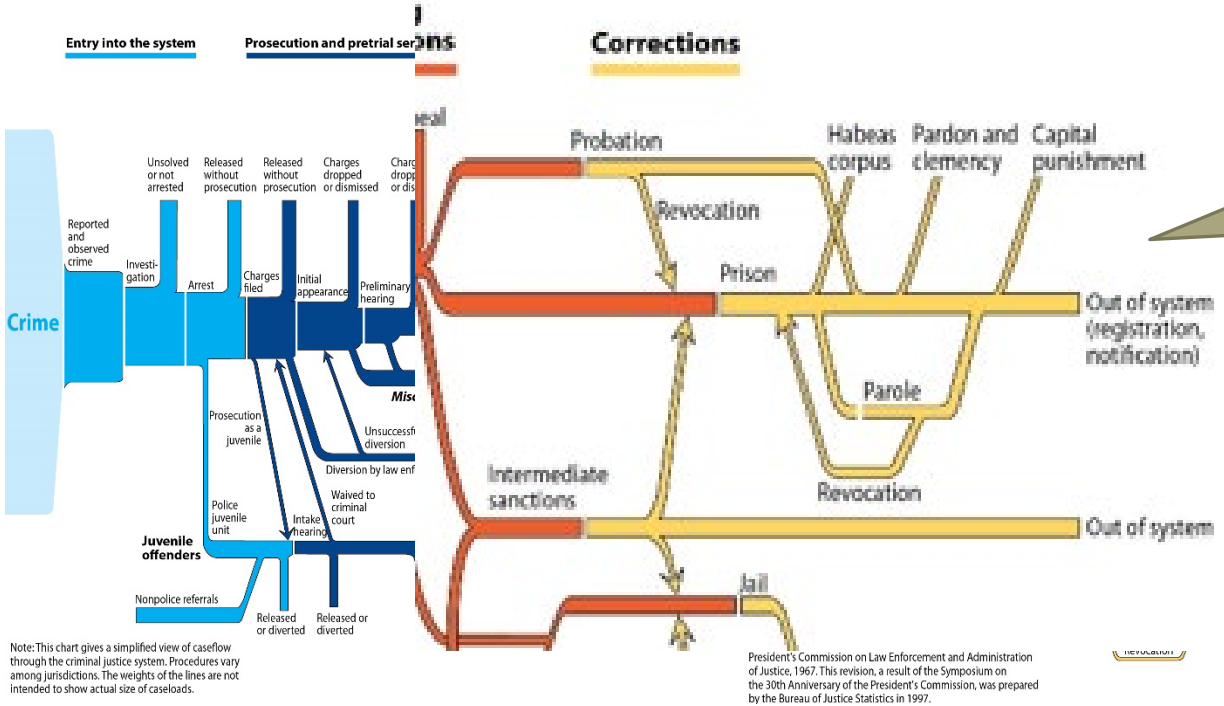
- Program Inventory
- Evidence Review
- Logic Models
- Process Maps

How do you ensure contracts and implementation work?

- Challenges to Implementation
- Accountability vs. Fidelity
- Data Driven Planning and Development

HOW DO YOU DESIGN PROGRAMS TO HAVE THE MAXIMUM IMPACT?

WHAT DOES A PROCESS MAP LOOK LIKE FOR THE JUSTICE SYSTEM?



What kind of programs impact Re-entry outcomes?

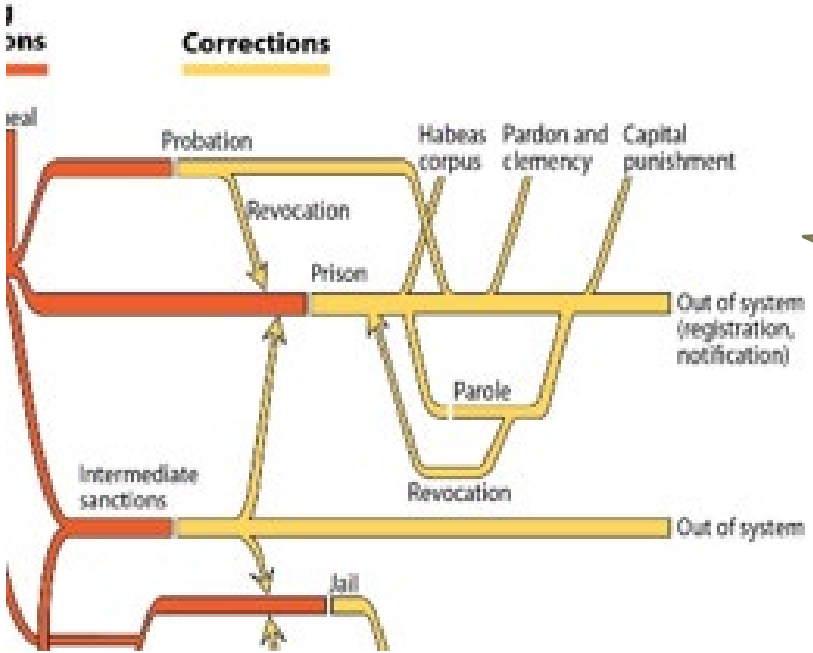
Source: Bureau of Justice Statistics, 2019

WHAT KINDS OF PROGRAMS ARE WE OFFERING FOR RE-ENTRY

Program Inventory			
Program	Program Description	Outcomes/Needs Addressed	Evidence Rating
Reasoning and Rehabilitation II (R&R II)	Cognitive behavioral therapy intended to help participants develop social skills, moral reasoning, and problem-solving skills. The focus of R&R II involves assisting clients develop problem solving skills through moral reasoning.	Criminal Thinking Companions Anti-Social Patterns Pro-Criminal Attitude	Highest Rated
Employment Services	Employment services in the form of soft skills, resume preparation, job searches and job training. Includes interactive journalized curriculum.	Employment	Highest Rated
The Nurturing Parenting Program (Men & Women)	Program for the prevention and treatment of child abuse and neglect.	Family Relationships/Parenting	Highest Rated
Motivational Interviewing	Theoretical approach to therapeutic interventions helping consumers identify areas in their life that cause problems, help motivate consumer to change behaviors and sustain positive changes	Antisocial patterns Alcohol/Drug Leisure/Recreation Family/Marital	Highest Rated
Cognitive Behavioral Therapy for Depression	Group therapy utilizing cognitive behavioral therapy to build skills to develop a positive, more balanced and constructive ways to respond to stressors to reduce/manage symptoms of depression	Alcohol/Drug Leisure/Recreation	Highest Rated
Dialectical Behavior Therapy - Emotional Regulation	Skill building therapy group utilizing Dialectical Behavior Therapy, integrating mindfulness, distress tolerance and effective communication	Alcohol/Drug Leisure/Recreation Family/Marital	Highest Rated

3 different Cognitive Behavioral Model

WHAT DOES THE JUSTICE SYSTEM LOOK LIKE WHEN YOU ZOOM IN?



Did our program impact what we thought around re-entry?

Source: Bureau of Justice Statistics, 2019

WHAT IS A LOGIC MODEL?

- Logic models are “theories of change”
  - Represent the program model from the literature and your program inventory
  - Show the process through which the program is expected to achieve its intended objectives
  - Highlight the data elements that will need to be collected by agencies, non-profit providers, and/or contractors

POLL #1: LOGIC MODELS

- Who currently uses/completes logic models?

WHAT MAKES A GREAT LOGIC MODEL?

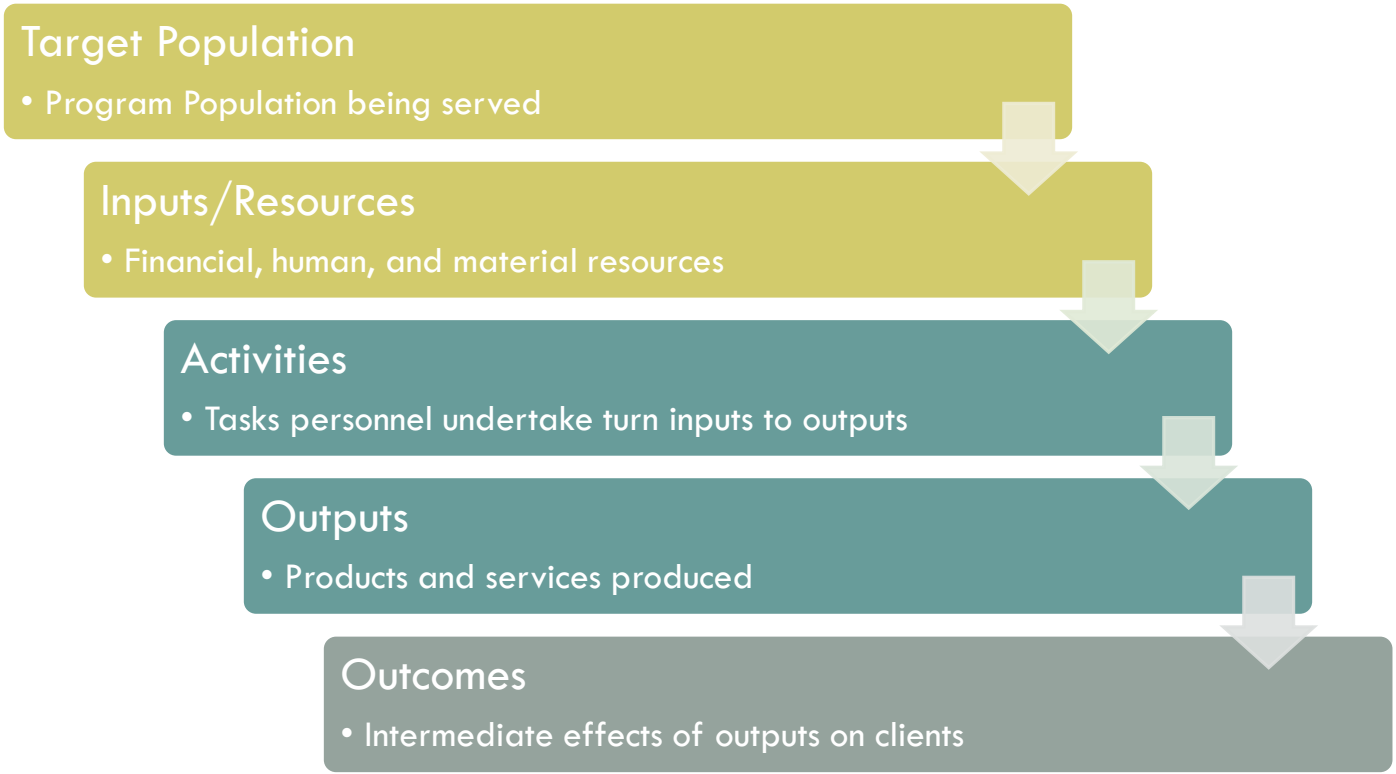
The Document:

- A well described problem
- Simple and clear in program design
- Interventions grounded in solid theory
- Communicates goals and interventions effectively
- Systematically tracks the program
- Look at the problem from different angles

The Process:

- It brings in all the key players: stakeholders, staff, clients/customers, political folks, and researchers
- It is a process that helps everyone get clear about what it is they are trying to accomplish

A general logic model



Example Logic Model: Batterer's Intervention Programs

Target Population	Inputs/Resources	Activities	Outputs	Outcomes
• Those convicted of 1203.098 charges • Low static Risk LS-CMI/ ODARA Clients • Medium/HR IPV Clients	---- County---- • Investigating Officers to assess and write reports • Probation officer's supervision of offender post-disposition • Victim services and engagement by supervising DPOs • Funding for provider training on curriculum • Probation Staff certification and BIP oversight ---Providers---- • Open Group with trained facilitators • Standardized curriculum used	*# of probationers assessed using LS-CMI (by score) by INV officer* *# of probationers assessed using ODARA(by score)* *# of pre-sentence/pre-plea reports* *# of probationers ordered to 26-week program* -# of victims contacted for feedback via victim survey -# of program reviews completed with IPV stakeholders -# of referrals to other programs as determined by criminogenic need -# of probationers referred to BIP -# of probationers who complete a post-program evaluation	*# of probationers attending orientation within 14 days of referral* *# of Probationers attending Intake Assessment [including pre-test & Readiness to Change] with Provider* *# of Probationers successfully completing IPV program in allocated timeframe* *# of victims reporting improvement in sense of peacefulness* *# of program reviews completed with a passing grade for credential* *# of ancillary program completions for criminogenic needs*	-- SAFETY – •New conviction, any charge AND new IPV charge, at end of BIP program regardless of program outcome •New conviction, any charge AND new IPV charge, year from end of BIP program •Restraining Order violations per a new Probation violation filed during program •Restraining Order violations per a new Probation violation filed within 1 year of program completion -- HEALTH AND WELLNESS -- -Reduction in criminogenic needs around drug or substance abuse -Completion of referred substance abuse program

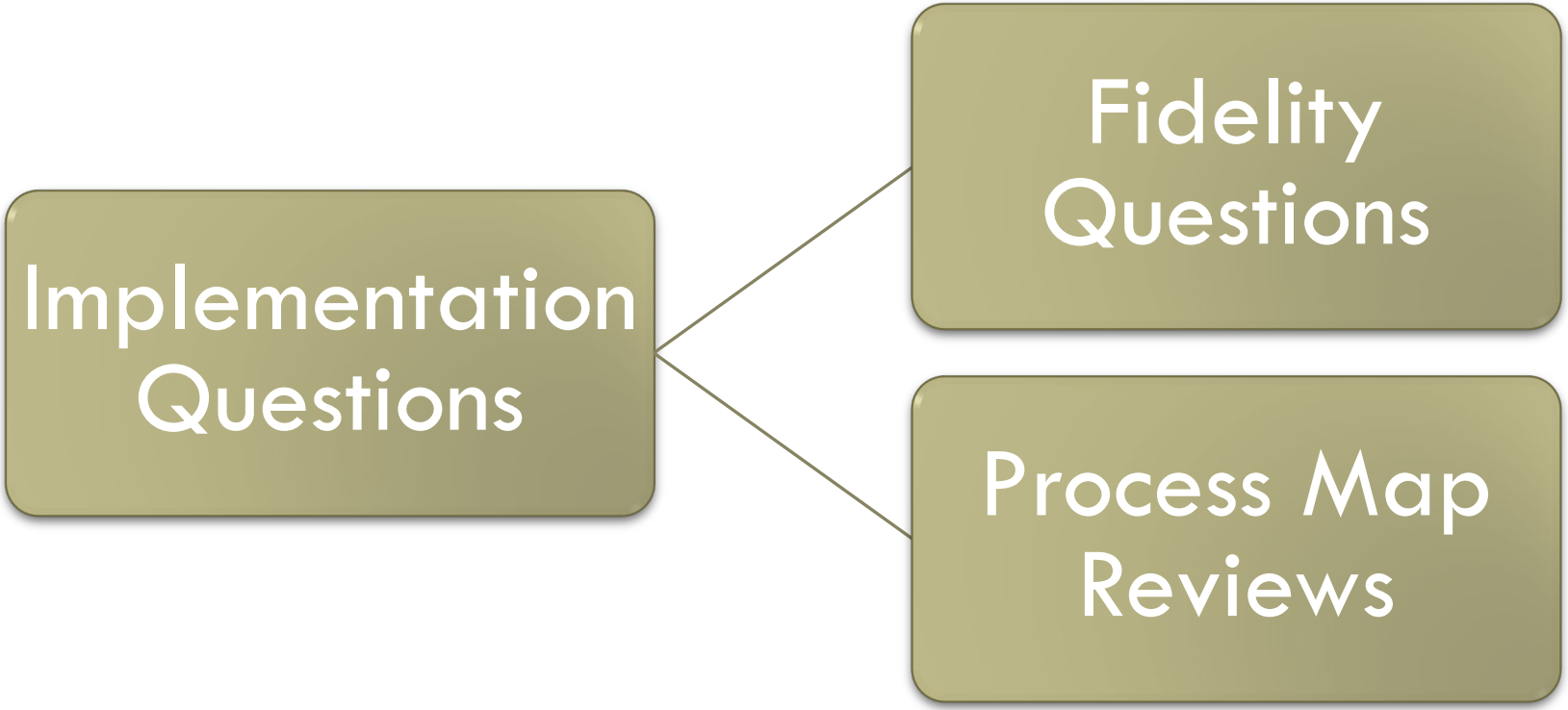
These generally need a more robust analysis

Q AND A

How do you transition from design to implementation?

IMPLEMENTATION QUESTIONS

Captain Kirk got so deep into fighting space aliens that he forget that the purpose of the USS Enterprise was to go where no one had gone before.


Implementation Questions
Fidelity Questions
Process Map Reviews

PROGRAMS OPERATE IN SYSTEMS, WHICH CAN BE CHALLENGING FOR FIDELITY

When a program is adapted, most of the changes are a reaction to:

- Lack of time (80 percent).
- Limited resources (72 percent).
- Participant retention difficulty (71 percent).
- Resistance from implementers (64 percent).
- Difficulty recruiting participants (61 percent).

Moore, J. E., Bumbarger, B. K., & Rhoades Cooper, B. (2013). Examining adaptations of evidence-based programs in natural contexts. *Journal on Primary Prevention*, 34, 147-161

A PROCESS MAP DESCRIBES THE FLOW OF WORK

It allows a county to:

Brainstorm ideas for process improvement

Improve communication

Identify bottlenecks, repetition, and delays

It provides definition for:

Ownership

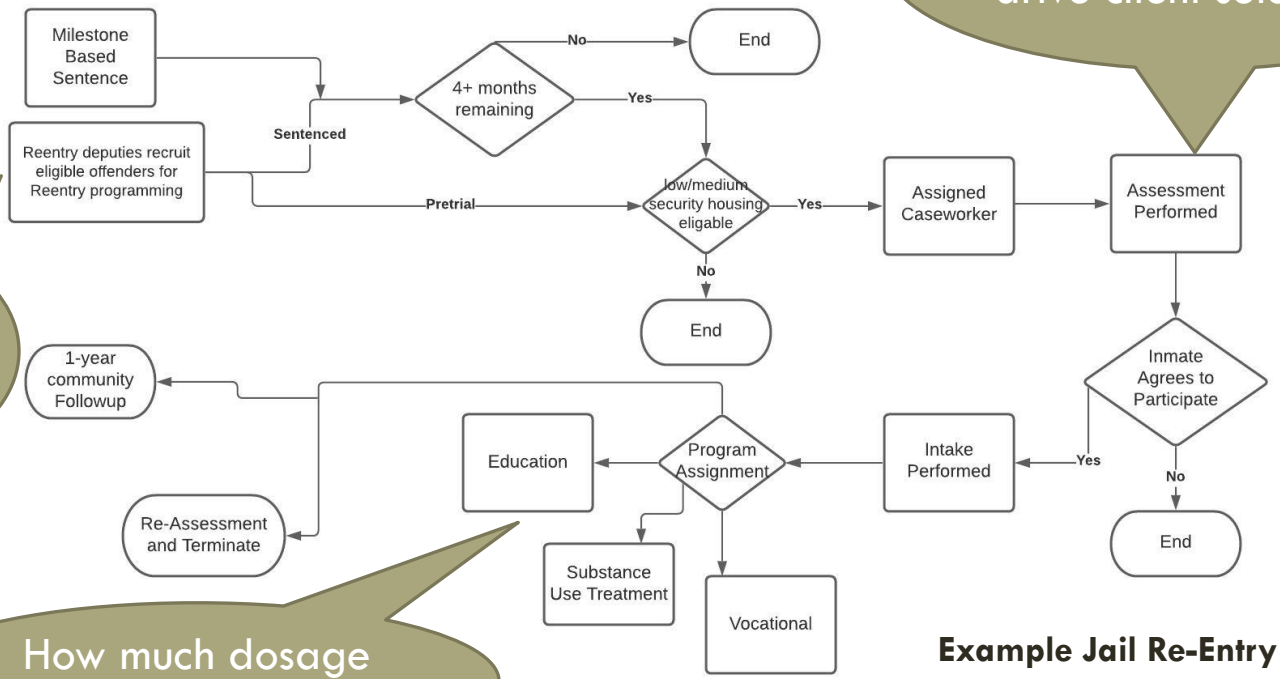
Responsibilities

Process metrics

Time standards or statutory requirements

PROCESS MAPS 101

How do assessments drive client selection?



Who is being recruited?

How much dosage do people receive?

Example Jail Re-Entry Program

HOW DOES THIS HELP PROGRAM IMPLEMENTATION?

Clear sense of program design, theory of change, and operations

Improved opportunities for dialogue and collaborative program creation

Referral pathways and information exchanges developed

HOW DO YOU ENSURE CONTRACTS AND PROCESS FOLLOW DESIGN?

POLL #2: CONTRACT COLLABORATION

- How many people collaborate with providers before releasing the bid to a contract?

WHAT ARE YOU TRYING TO ACHIEVE FOR CLIENTS?

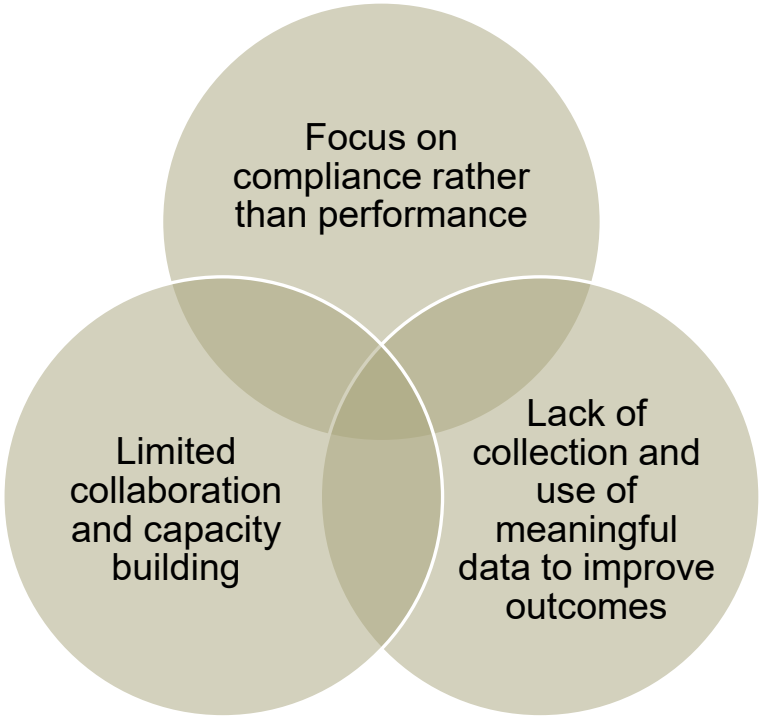
COMMUNITY BASED ORGANIZATIONS ARE PART OF AN ECOSYSTEM

THE FORMAL SYSTEM NEEDS TO HAVE CLEAR OPERATIONAL TIES TO PROVIDERS

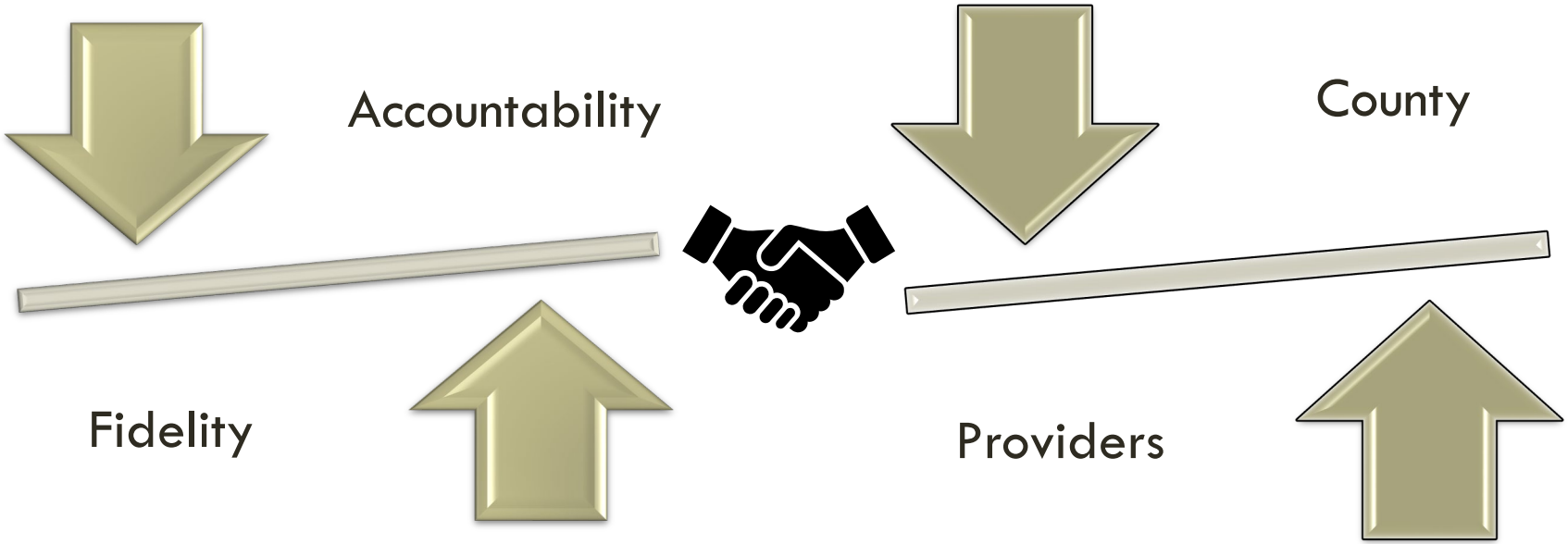
CONTRACTING CAN BRING NEW SERVICES AND CONNECTIONS NOT POSSIBLE THROUGH THE FORMAL SYSTEM

CONTRACTING IS A PARTNERSHIP

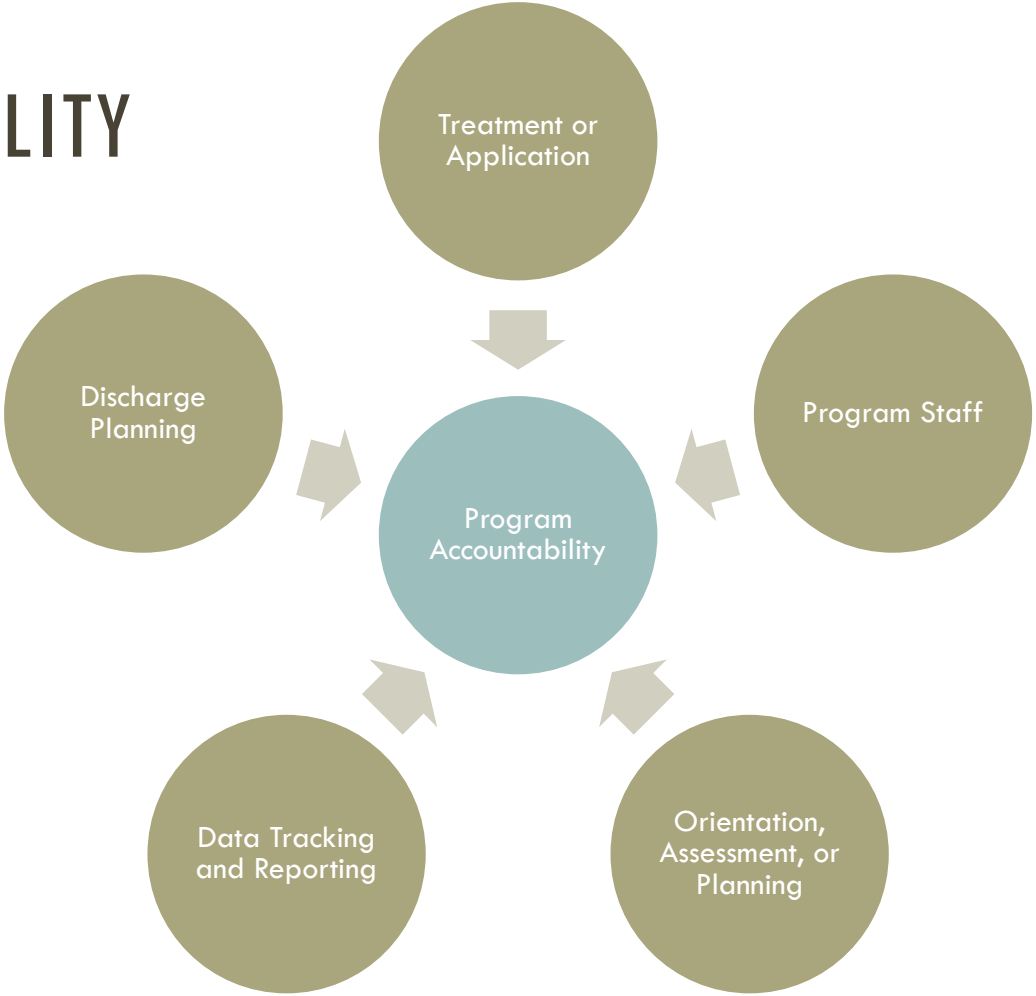
CHALLENGES TO TRADITIONAL CONTRACTING PRACTICES



ACCOUNTABILITY VS. FIDELITY



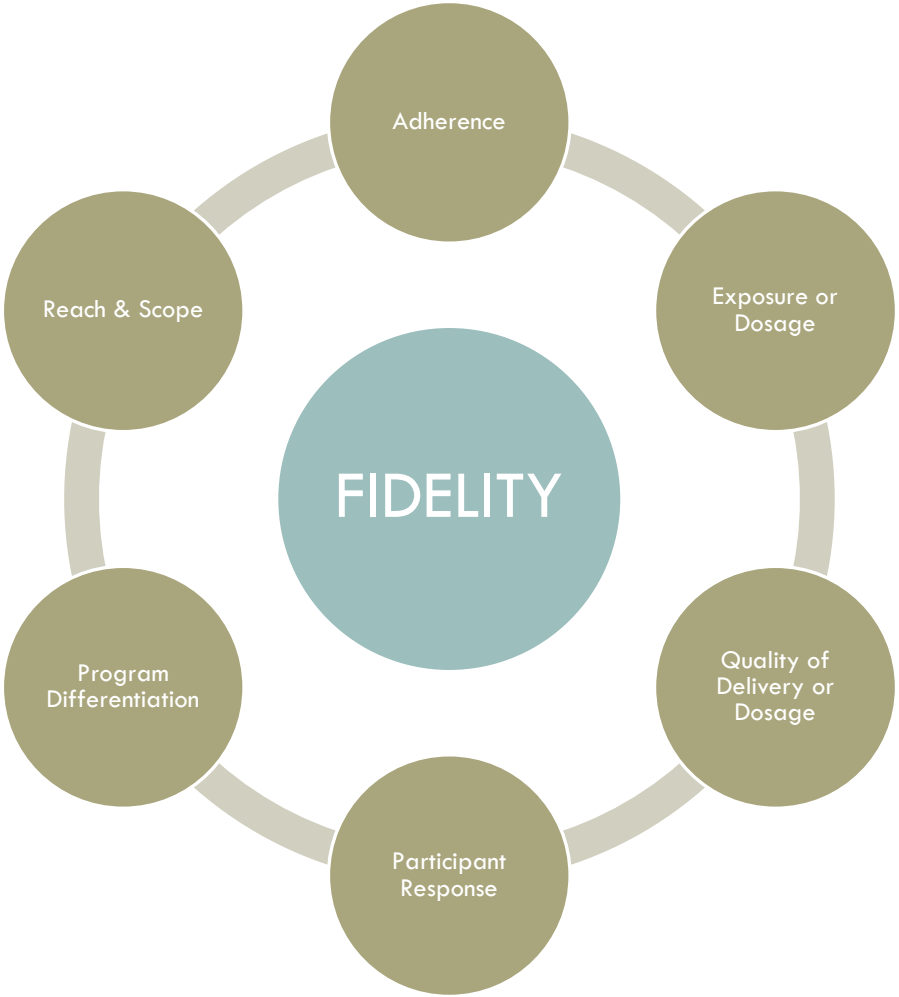
ACCOUNTABILITY DIMENSIONS



ACCOUNTABILITY DIMENSIONS

- **Program Staff:** Measurements should include (1) a review of staff training and certifications, (2) staff vacancies, (3) use of non-program staff (mentors/assistants) that interact with participants, and (4) other staffing practices.
- **Orientation, Assessment, Planning:** (1) Collecting initial and secondary assessments, and (2) collecting treatment or case plans.
- **Treatment or Application:** These measurements should include data collection around (1) approach or intervention, (2) curriculum, (3) dosage, (4) caseload sizes, and (5) orientation, progress notes, completed case files.
- **Discharge Planning:** collect critical information on (1) exit interviews, (2) exit assessments, (3) placement into downstream programs (often more than just referrals), post-exit support, post-exit downstream communication.
- **Data Tracking and Reporting:** These seems duplicative of the issues above, but this is about ensuring contract compliance on data submissions, data tracking, and data reporting (i.e., contractors should also get a score for how well they report the information that the program is asking for).

FIDELITY DIMENSIONS



FIDELITY DIMENSIONS

Adherence: Extent to which an intervention, modality or treatment is delivered consistent with program theory and design, that is, as it was intended.

- **Exposure or Dose:** The amount of program content received by participants; in other words, whether the frequency and duration of the intervention is as full as prescribed by its designers.
- **Quality of Delivery/Dose:** The manner in which a Contract staff member delivers a program; whether program delivery approaches a pedagogical or theoretical ideal.
- **Participant Responsiveness:** Measures how participants respond to, or are engaged by, an intervention: participant "buy in."
- **Program Differentiation:** Identifying or unique features of components or programs that differentiate a program.
- **Reach and Scope:** The rate of involvement and representativeness of participants, as well as program retention, program completion and that needs of participants are met.

IMPORTANCE OF BOTH

Accountability

- Measuring ***thoughtful* accountability** helps an organization ensure that contractors are following the requirements in the contract.
- Creates a top-down approach to ensuring that **the most relevant and important information** is requested from providers and connects how it will be used by providers.
- Evaluating contract compliance using quantifiable scores will **allow an organization to identify areas that need improvement,** observe trends over time, and put into effect corrective action plans to resolve those problems more efficiently.

Fidelity

- Measuring fidelity helps an organization **link the outcomes** of a program or treatment to the intervention.
- Fidelity can **help determine the true effect** of the program to address if an outcome of an intervention is attributable to the intervention itself.
- Once fidelity is measured, programs **can be adapted to improve validity and reliability**.
- Program **outcomes** can then be **attributed to the program** being delivered as intended, rather than concluding it is the lack of implementation producing those outcomes.

USE NEEDS ASSESSMENTS AND OTHER EXISTING DATA SOURCES TO IDENTIFY SERVICE PRIORITIES

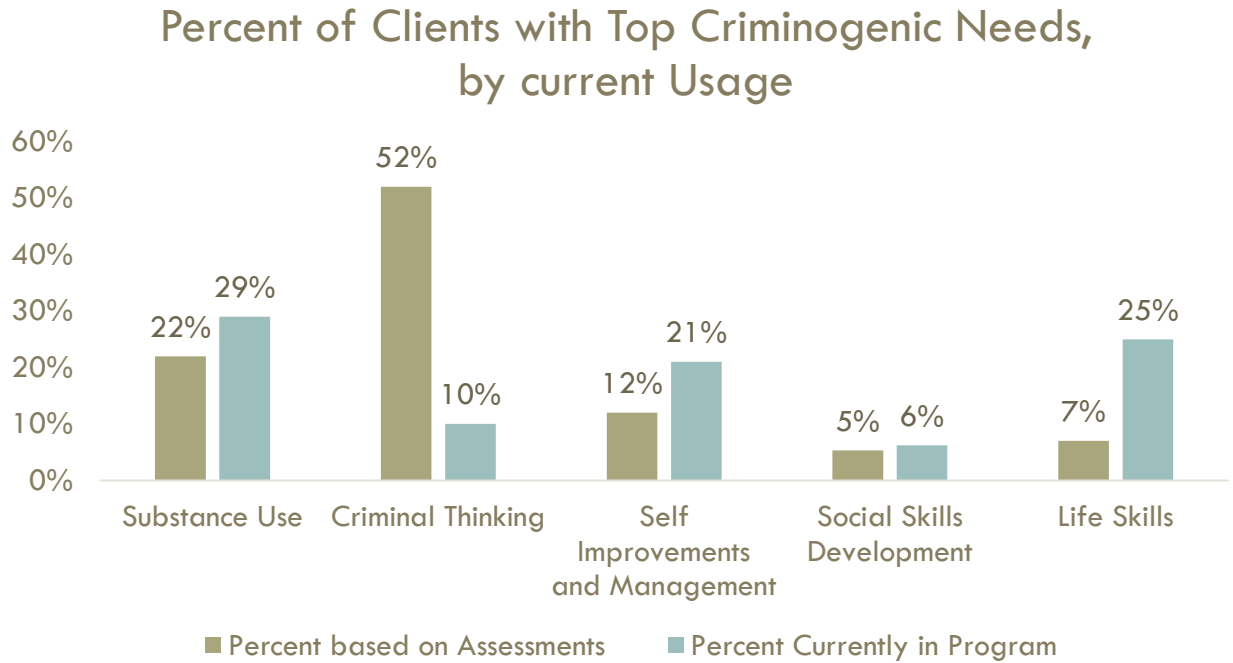
USE PROGRAM INVENTORY DATA TO IDENTIFY SERVICE NEEDS AND AREAS OF EXCESS CAPACITY

USE RESEARCH CLEARINGHOUSES TO FIND EFFECTIVE PROGRAMMING

USE BENEFIT-COST ANALYSIS TO UNDERSTAND PROGRAM RETURN ON INVESTMENT

USE DATA TO INFORM CONTRACT PLANNING AND DEVELOPMENT

USE DATA FROM CLIENT ASSESSMENTS TO GUIDE PROGRAM AND SYSTEM DESIGN



*Adapted from Santa Cruz County 2015 RFP

01

Provide key information on requested evidence-based services

02

Define evidence criteria and specify requirements through a logic a model

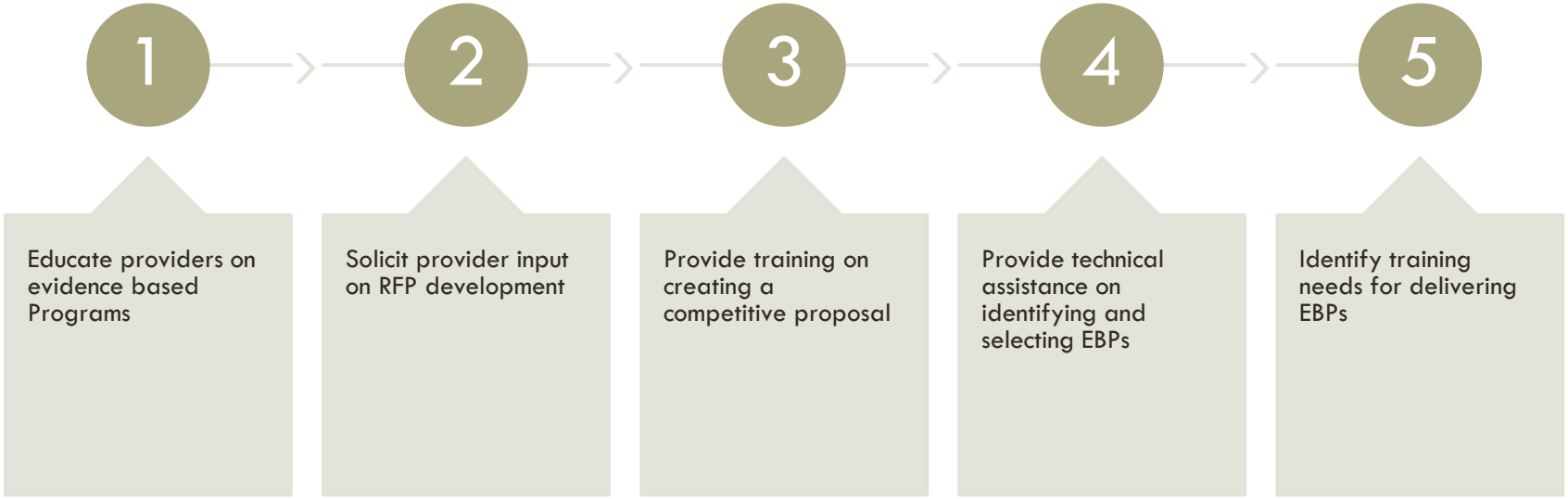
03

Clarify how programs will be assessed and monitored

04

Specify implementation and outcome reporting requirements

SPECIFY EVIDENCE REQUIREMENTS IN RFPS



ENGAGE STAKEHOLDERS TO BUILD LONG TERM CAPACITY

Q AND A

RESOURCES

MATERIALS, GUIDES AND TEMPLATES

Materials available:

- CSAC Support Hub Contracting Toolkit
- Logic Model Example (Intimate Partner Violence)
- RFP Example – Santa Cruz County AB109
- Harvard Performance Lab - *Results Driven Contracting: An Overview*
- Pew-MacArthur Results First Brief – *How to Use Evidence in the Contracting Process*

Programming Series Info:
https://www.counties.org/framework-seminar-series

Support Hub Website:
https://www.counties.org/csac-support-hub

LOOKING AHEAD

DATA AND EVALUATION SERIES - SEMINAR 2.3 (MARCH)

Integrating County and State Data

This seminar focuses on strategies to integrate county and state data. This includes reviewing key data domains and elements, linking data that contains individual identifiers, event identifiers, and data across systems.

PROGRAMMING SERIES - SEMINAR 1.4 (APRIL)

Cost-Benefit, Part 1

This session will focus on the key concepts of applying economic analysis to justice systems and programs. We will explain the key drivers of cost in justice systems, as well as how to develop localized analysis of sentencing outcomes, recidivism, and resource use. Building on early seminars on program inventories, this will also address how to develop high quality cost estimates of programming interventions In this seminar series

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