Annotated Bibliography

Implementation of Evidence-Based Practices in Corrections

NIC Information Center

NIC
National Institute of Corrections

Implementation of Evidence-Based Practices

Prepared by the NIC Information Center
Date created September 2016, last updated July 2017

Contents

Implementation Science

The Active Implementation Hub: Modules and Lessons. Chapel Hill, NC: The National Implementation Research Network's Active Implementation Hub, 2013. *http://implementation.fpg.unc.edu/modules-and-lessons*.

> *AI Modules* are short (45-60 minute) online modules designed to be self-paced, or blended with in pre-service and in-service training. They include content, activities and assessments designed to promote the knowledge and practice of implementation science and scaling-up. *AI Lessons* are very short (5-15 minute), interactive web presentations designed to help you and your team get started and get better with Active Implementation.

Beidas, Rinad S., et al. "Policy to Implementation: Evidence-Based Practice in Community Mental Health—Study Protocol." *Implementation Science* 8, no. 38(2013). *https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3618103/*.

> In response to the call for implementation of evidence-based treatments in the United States, states and counties have mandated behavioral health reform through policies and other initiatives.

Bertram, Rosalyn M., Karen A. Blasé, and Dean L. Fixsen. *Improving Programs and Outcomes: Implementation Frameworks 2013.* Chapel Hill, NC: National Implementation Research Network (NIRN), 2013. *http://www.uh.edu/socialwork/news/events/05292012-bridging%20the%20gap%202013/Bertram-Blase-Fixsen_Improving%20Programs%20and%20Outcomes%20Implementation%20Frameworks_2013.pdf*.

> This paper presents recent refinements to implementation constructs and frameworks. It updates and clarifies the initial, frequently cited study of the National Implementation Research Network that introduced these frameworks for application in diverse endeavors.

Clark, Michael D. "What Is Known Is Not What Is Adopted: Using Implementation Science to Turn 'Research into Practice." *The IACFP Newsletter* 48, no. 2(2016): 1-4. *http://www.aa4cfp.org/clientuploads/4-16%20IACFP%20final.pdf*.

> This article is part one of a two-part series regarding implementation science that will investigate lessons-learned from importing an evidence-based practice Motivational Interviewing (MI) into correctional agencies.

Demleitner, Nora V. "Implementing Change in Sentencing and Corrections: The Need for Broad-Based Research." *Federal Sentencing Reporter* 28, no. 5(2016): 303-308. *http://scholarlycommons.law.wlu.edu/cgi/viewcontent.cgi?article=1501&context=wlufac*.

> This introductory article begins with a look at the Presidential clemency process and the restoration of rights in the states.

EBP Step-By-Step Planning Guide: Summary Page. White Bear Lake, MN: The Carey Group, 2011. *http://www.thecareygroup.com/documents/EBP%20Step%20by%20Step%20Planning%20Guide.pdf*

> The six phases of this effort are preparation for implementation, building a foundation for risk reduction, beginning stakeholder collaboration, mastering the core correctional competencies, implementing continuous quality-improvement processes, and developing infrastructure support for maintaining EBP.

Fixsen, Dean L., Sandra F. Naoom, Karen A. Blasé, Robert M. Friedman, and Frances Wallace. *Implementation Research: A Synthesis of the Literature.* Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, National Implementation Research Network, 2005. *http://fpg.unc.edu/node/4445.*
> Our intent is to describe the current state of the science of implementation, and identify what it will take to transmit innovative programs and practices to mental health, social services, juvenile justice, education, early childhood education, employment services, and substance abuse prevention and treatment.

ImpleMap: Exploring the Implementation Landscape. Chapel Hill, NC: National Implementation Research Network (NIRN), 2013. *http://implementation.fpg.unc.edu/resources/implemap.*
> The *ImpleMap* interview process assists implementation specialists in collecting information to inform active implementation planning and development in the organization.

Implementation Drivers: Assessing Best Practices. Chapel Hill, NC: National Implementation Research Network (NIRN), 2015, *http://implementation.fpg.unc.edu/resources/implementation-drivers-assessing-best-practices.*
> Implementation Drivers are the key components of capacity and the functional infrastructure supports that enable a program's success. The three categories of Implementation Drivers are Competency, Organization, and Leadership. This newly revised assessment tool can be used by Implementation Teams during any Implementation Stage of an innovation.

Mathews, Brandon. "Corrections, Implementation, and Organizational Ecology: An Introduction to the Purveyor Core-Skills Model." *Criminal Justice Studies* (2015). *https://www.researchgate.net/publication/281593830_Corrections_Implementation_and_Organizational_Ecology_An_Introduction_to_the_Purveyor_Core-Skills_Model.*
> This article weaves a conceptual framework using open systems and organizational ecology to illustrate key differences between correctional Purveyors and Implementers and to introduce The Purveyor Core-Skills Model, offering the following core skill domains to the implementation lexicon: competency, change fluency, leadership, and systems thinking.

Metz, Allison. *Practice Profiles: A Process for Capturing Evidence and Operationalizing Innovations.* Chapel Hill, NC: National Implementation Research Network (NIRN), 2016. *http://nirn.fpg.unc.edu/sites/nirn.fpg.unc.edu/files/resources/NIRN-Metz-WhitePaper-PracticeProfiles.pdf?o=implenet.*
> The purpose of this piece is to provide the research and rationales behind Practice Profiles. To achieve outcomes and develop effective implementation supports, innovations need to be "teachable, learnable, doable, and assessable." Practice Profile methodology facilitates the development of innovations and their necessary infrastructure.

Meyers, Duncan C., Joseph A. Durlak, and Abraham Wandersman. "The Quality Implementation Framework: A Synthesis of Critical Steps in the Implementation Process." *American Journal of Community Psychology* 50, no. 3-4(2012): 462-480. *http://www.effectiveservices.org/downloads/The_Quality_Implementation_Framework__A_Synthesis_of_Critical_Steps_in_the_Implementation_Process_.pdf*.

> Implementation science is growing in importance among funders, researchers, and practitioners as an approach to bridging the gap between science and practice. We addressed three goals to contribute to the understanding of the complex and dynamic nature of implementation. Our first goal was to provide a conceptual overview of the process of implementation by synthesizing information from 25 implementation frameworks. The synthesis extends prior work by focusing on specific actions (i.e., the "how to") that can be employed to foster high quality implementation. The synthesis identified 14 critical steps that were used to construct the Quality Implementation Framework (QIF). These steps comprise four QIF phases: Initial Considerations Regarding the Host Setting, Creating a Structure for Implementation, Ongoing Structure Once Implementation Begins, and Improving Future Applications. Our second goal was to summarize research support for each of the 14 QIF steps and to offer suggestions to direct future research efforts. Our third goal was to outline practical implications of our findings for improving future implementation efforts in the world of practice. The QIF's critical steps can serve as a useful blueprint for future research and practice. Applying the collective guidance synthesized by the QIF to the Interactive Systems Framework for Dissemination and Implementation (ISF) emphasizes that accountability for quality implementation does not rest with the practitioner Delivery System alone. Instead, all three ISF systems are mutually accountable for quality implementation.

Model Programs Guide Literature Review: Implementation Science. Washington, DC: Phillippi, Stephen, and Debra DePrato. *Innovation Brief: Model for Effective Implementation of Evidence-Based Practices.* Washington, DC: Models for Change, Justice Policy Institute, 2013. *http://www.modelsforchange.net/publications/494*.

> This *Innovation Brief* describes how Louisiana, through a combination of local, state, university, and national partnerships, adopted a model that has doubled the overall proportion of juvenile justice involved youth having access to evidence-based services while the state witnessed a simultaneous 46% drop in juvenile arrests between 2006 and 2010.

Nilsen, Per. "Making Sense of Implementation Theories, Models and Frameworks." *Implementation Science* 10, no. 53(2015). *https://implementationscience.biomedcentral.com/articles/10.1186/s13012-015-0242-0*.

> Implementation science has progressed towards increased use of theoretical approaches to provide better understanding and explanation of how and why implementation succeeds or fails. The aim of this article is to propose a taxonomy that distinguishes between different categories of theories, models and frameworks in implementation science, to facilitate appropriate selection and application of relevant approaches in implementation research and practice and to foster cross-disciplinary dialogue among implementation researchers.

Resource Library Listing. Chapel Hill, NC: The National Implementation Research Network's Active Implementation Hub, 2013-2015. *http://implementation.fpg.unc.edu/resources/list*.

> These resources include activities, cases, evaluation and planning tools, handouts, lessons, readings, and video vignettes on active implementation.

Resource Search: Articles, Books and Reports. Chapel, Hill, NC: National Implementation Research Network (NIRN), n.d., *http://nirn.fpg.unc.edu/resource-search/results/taxonomy%3A5*.
> A compilation of Implementation Science articles, books, and reports.

Stirman, Shannon Wiltsey, et al. "The Sustainability of New Programs and Innovations: A Review of the Empirical Literature and Recommendations for Future Research." *Implementation Science* 7, no 17(2012). *https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3317864/*.
> This paper reviews the methods that have been used, the types of outcomes that have been measured and reported, findings from studies that reported long-term implementation outcomes, and factors that have been identified as potential influences on the sustained use of new practices, programs, or interventions.

Community Services

Alexander, Melissa. "Applying Implementation Research to Improve Community Corrections: Making Sure That "New" Thing Sticks!" *Federal Probation* 75, no. 2(2011): 47-51. *http://www.uscourts.gov/statistics-reports/publications/federal-probation-journal/federal-probation-journal-september-2011*.

> This article focuses on using the concept of EBP in the implementation of any program, practice, or change within a system. In other words, what does the research tell us about how to effectively implement change?

Armstrong, Gaylene, Doug Dretke, and Cassandra Atkin. "The Importance of a Low Span of Control in Effective Implementation of Evidence Based Probation and Parole Practices." Washington, DC: National Institute of Corrections (NIC), 2010. *https://nicic.gov/library/024881*.

> The primary purpose of this paper is to brief stakeholders and relevant discussants on: (1) the principles underlying the span of control concept; (2) factors related to determining an appropriate span of control; (3) the role of span of control in evidence based practices; (4) the potential consequences associated with increasing the span of control ratio; and (5) findings based on focus groups held in Iowa, and nationally, related to the primary and Evidence Based Practices (EBP) functions of supervisors within EBP jurisdictions.

Breitenstein, Susan M., et al. "Implementation Fidelity in Community-Based Interventions." *Research in Nursing & Health* 33, no. 2(2010): 164-173. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3409469/*.

> The purpose of this paper is to define implementation fidelity and describe its importance for the larger science of implementation, discuss data collection methods and current efforts in measuring implementation fidelity in community-based prevention interventions, and present future research directions for measuring implementation fidelity that will advance implementation science.

Burrell, William D. "Implementation: The Achilles Heel of Evidence-Based Practices." *Executive Exchange* (Spring 2012): 3-7. *http://www.napehome.org/documents/pub/spring_2012.pdf*.

> Implementation of EBP is a planned organizational change. Successful organizational change efforts have two essential components. The first is a proven idea or concept that will be the focus of the change. In this discussion, I will refer to this component as the *intervention*. Evidence-based practices in community corrections are interventions that have proven their ability to produce the desired results: reduced recidivism. The second component is the *implementation* of the intervention. Both components are essential to success.

Burrell, William D., and Edward E. Rhine. "Implementing Evidence-Based Practices in Community Corrections: A Review Essay." *Justice Research and Policy* 15, no. 1(2013): 143-157. *http://journals.sagepub.com/doi/pdf/10.3818/JRP.15.1.2013.143*.

> The body of research and literature referred to as "evidence-based practice" (EBP) holds enormous potential for improving the outcomes of probation and parole. The commitment to EBP must not only reflect the principles that drive effective correctional intervention, but also incorporate the growing body of knowledge that speaks to the "science of implementation." Efforts to date to adopt EBP reflect five important lessons for agencies to consider: the investment of time is a critical issue to successful implementation; training alone is not sufficient; the assessment of risk and need is the foundation of EBP;

measurement is essential; and collaboration is a core strategy for successful implementation.

Chadwick, Nick, Angela Dewolf, and Ralph Serin. "Effectively Training Community Supervision Officers: A Meta-Analytic Review of the Impact on Offender Outcome." *Criminal Justice and Behavior* 42, no. 10(2015): 977-989.
http://www.pbpp.pa.gov/research_statistics/Documents/Responsive%20Supervision%20Meta%20Analysis%20CJB%20October%202015.pdf.

> The development and implementation of training programs aimed at increasing community supervision officers' use of core correctional practices served as the focus of this review. Studies that evaluated the effect that officer training had on offender outcome were included in the review. Based on 10 studies (N = 8,335), this meta-analysis found that when offenders were supervised by officers who received training in core correctional practices, they demonstrated reductions in recidivism (odds ratio [OR] = 1.48) compared with those offenders supervised by the status quo. The results support further use of such training programs and emphasize the benefit to public safety as well as the fiscal savings that can result from sound implementation.

Chamberlain, Patricia, et al. "Three Collaborative Models for Scaling Up Evidence-Based Practices." *Administration and Policy in Mental Health* 39, no. 4(2012): 278-290.
http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4312010/.

> The current paper describes three models of research-practice collaboration to scale-up evidence-based practices (EBP): (1) the Rolling Cohort model in England, (2) the Cascading Dissemination model in San Diego County, and (3) the Community Development Team model in 53 California and Ohio counties. Multidimensional Treatment Foster Care (MTFC) and KEEP are the focal evidence-based practices that are designed to improve outcomes for children and families in the child welfare, juvenile justice, and mental health systems. The three scale-up models each originated from collaboration between community partners and researchers with the shared goal of wide-spread implementation and sustainability of MTFC/KEEP. The three models were implemented in a variety of contexts; Rolling Cohort was implemented nationally, Cascading Dissemination was implemented within one county, and Community Development Team was targeted at the state level. The current paper presents an overview of the development of each model, the policy frameworks in which they are embedded, system challenges encountered during scale-up, and lessons learned. Common elements of successful scale-up efforts, barriers to success, factors relating to enduring practice relationships, and future research directions are discussed.

Creed, Torrey A., et al. "A Model for Implementation of Cognitive Therapy in Community Mental Health: The Beck Initiative." *The Behavior Therapist* 37, no. 3(2014): 56-64.
http://www.nasmhpd.org/sites/default/files/Creed%20et%20al%202014(3)_0.pdf.

> The Beck Initiative is a collaborative clinical, educational, and administrative partnership that has successfully implemented cognitive therapy (CT) across a diverse group of community mental health care providers (agencies). This paper presents the Beck Initiative's goals, training model, and outcomes to date, so that it might serve as a successful model for implementation for other networks.

Evidence-Based Practice: Implementing the COMPAS Assessment System. Traverse City, MI: Northpointe, Inc., n.d. *http://www.northpointeinc.com/downloads/whitepapers/EVIDENCE-BASED_PRACTICE-implementing_COMPAS.pdf*.

> We use an organizational planning framework to align the outcomes targeted by an agency with the capacity of the COMPAS assessment system to reach those targets. The framework links what the agency is trying to accomplish with how these outcomes will be achieved, why the approach is expected to work, and with an understanding of the populations for whom these efforts are intended.

Evidence-Based Practices Strategic Plan 2016-2018. Williamsport, PA: County Chief Adult Probation and Parole Officers Association of Pennsylvania, 2016. *http://www.thecareygroup.com/documents/TCG-PA-Adult-Probation-and-Parole-Strategic-Plan-Final-2016-2018.pdf*.

> The goal of the strategic plan is to enhance public safety, reduce recidivism, and provide for a more effective use of public funds through the implementation of evidence-based practices in the county adult probation and parole system.

Fontaine, Jocelyn, et al. *Final Implementation Findings from the Responsible Fatherhood Reentry Projects, OPRE Report #2017-05.* Washington, DC: Office of Planning, Research and Evaluation (OPRE), Administration for Children and Families, U.S. Department of Health and Human Services, 2017. *http://www.urban.org/research/publication/final-implementation-findings-responsible-fatherhood-reentry-projects*.

> This report describes the range of activities the programs implemented in correctional institutions and community-based locations and offers lessons based on the relative advantages and disadvantages of the programs' different approaches to participant recruitment and enrollment, program and case management, and partner organization engagement and use.

George, Lindsey, Janet Durbin, and Christopher J. Koegl. "System-Wide Implementation of ACT in Ontario: An Ongoing Improvement Effort." *Journal of Behavioral Health Services & Research* 36, no. 3(2009): 309-319. *http://link.springer.com/article/10.1007%2Fs11414-008-9131-5*.

> In the late 1990s, the government of Ontario undertook a province-wide implementation of Assertive Community Treatment (ACT). Capacity grew to 59 teams within 6 years. This paper describes the implementation process, focusing on three phases—start-up, or the enabling phase; feedback, or the reinforcement phase; and response, or the corrective action phase. Key implementation supports include an active oversight committee with representation from both the ministry and the field and the availability of the planning data on ACT performance. Three areas of underperformance were identified: lower than expected team caseloads, drift from the target client group, and significant under-staffing in the teams. [Abstract]

Guevara, Meghan, and Enver Solomon. *Implementing Evidence-Based Policy and Practice in Community Corrections: Second Edition*. Washington, DC: National Institute of Corrections (NIC). Boston, MA: Crime and Justice Institute, 2009. *http://nicic.gov/library/024107*.

>A "guide for [community corrections] agencies to transform themselves into evidence-based organizations" is provided (p.xv). Six chapters follow an executive summary: what evidence-based practice is; the integrated model; the principles of effective intervention; implementing evidence-based principles; leading organizational change and development; and collaboration for systemic change. The appendixes include: research support gradient; the search conference; and key concepts in organizational development.

Hettema, Jennifer E., Denise Ernst, Jessica Roberts Williams, and Kristin J. Miller. "Parallel Processes: Using Motivational Interviewing as an Implementation Coaching Strategy." *The Journal of Behavioral Health Services & Research* 41, no. 3(2014): 324-336. *http://link.springer.com/article/10.1007%2Fs11414-013-9381-8*.

>In addition to its clinical efficacy as a communication style for strengthening motivation and commitment to change, motivational interviewing (MI) has been hypothesized to be a potential tool for facilitating evidence-based practice adoption decisions. This paper reports on the rationale and content of MI-based implementation coaching Webinars that, as part of a larger active dissemination strategy, were found to be more effective than passive dissemination strategies at promoting adoption decisions among behavioral health and health providers and administrators.

Holsinger, Alexander M. "Implementation of Actuarial Risk/Need Assessment and its Effect on Community Supervision Revocations." *Justice Research and Policy* 15, no. 1(2013): 95-122. *http://jrx.sagepub.com/content/15/1/95.full.pdf+html*.

>This article has two central objectives. First, the LSI-R composite score is used to predict case outcome using several years' worth of data from a large Midwestern city. The data were gathered from the agencies that conduct supervision in the community. The statistical relationship between the LSI-R score and case outcome (success vs. failure) is investigated and assessed. Second, the article provides a cursory look at rates of revocation plus transfer to prison over time (post LSI-R implementation).

Implementing Effective Correctional Management of Offenders in the Community: Implementation Checklist. Boston, MA: Crime and Justice Institute, 2005. *http://nicic.gov/library/020171*.

>A tool for "guiding organizations in their self-assessment and planning for implementation of evidence-based practices for community corrections" is provided (p. 1). Eighteen components are organized into four areas: administration and planning; human resources and training; information systems, measurement, and evaluation; and assessment, case planning, interventions, and supervision.

Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention. Washington, DC: National Institute of Corrections and Boston, MA: Crime and Justice Institute, 2004. *http://nicic.gov/library/019342*.

> Principles of effective evidence-based intervention are presented. Topics discussed include: evidence-based practice (EBP); term clarification; eight principles for effective interventions -- assess actuarial risk/needs, enhance intrinsic motivation, target interventions, skill train with directed practice, increase positive reinforcement, engage ongoing support in natural communities, measure relevant processes/practices, and provide measurement feedback; components of correctional interventions; implementing EBP principles; applying the principles at the case, agency, and system levels; seven recommended strategies for implementing effective interventions; and levels of research evidence.

Implementation of Effective Practices in Community Supervision (EPICS) in Multnomah County. Portland, OR: Multnomah County Department of Community Justice, 2015. *https://multco.us/file/47203/download*.

> To address these characteristics and to reduce recidivism among offender populations, community corrections analysts have identified the most empirically successful community corrections interventions and assembled them into the principles of effective intervention and the core correctional practices.

Implementing Effective Correctional Management of Offenders in the Community: Implementation Checklist. Boston, MA: Crime and Justice Institute, 2005. *http://nicic.gov/library/020171*.

> A tool for "guiding organizations in their self-assessment and planning for implementation of evidence-based practices for community corrections" is provided (p. 1). Eighteen components are organized into four areas: administration and planning; human resources and training; information systems, measurement, and evaluation; and assessment, case planning, interventions, and supervision.

Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention. Washington, DC: National Institute of Corrections and Boston, MA: Crime and Justice Institute, 2004. *http://nicic.gov/library/019342*.

> Principles of effective evidence-based intervention are presented. Topics discussed include: evidence-based practice (EBP); term clarification; eight principles for effective interventions -- assess actuarial risk/needs, enhance intrinsic motivation, target interventions, skill train with directed practice, increase positive reinforcement, engage ongoing support in natural communities, measure relevant processes/practices, and provide measurement feedback; components of correctional interventions; implementing EBP principles; applying the principles at the case, agency, and system levels; seven recommended strategies for implementing effective interventions; and levels of research evidence.

Implementing the NPRC Practice Targets: Making Change Happen…and Last. Silver Springs, MD:
National Parole Resource Center (NPRC), 2017. *http://nationalparoleresourcecenter.org/news/now-available-implementing-the-nprc-practice-targets-making-change-happen-and-last/*.

> This document presents a framework for successfully implementing the NPRC's ten practice
> targets.

Latessa, Edward. *What Science Says About Designing Effective Reentry Programs.* Madison, WI:
Wisconsin Family Impact Seminars, 2015. *https://www.purdue.edu/hhs/hdfs/fii/wp-content/uploads/2015/07/s_wifis26c02.pdf*.

> To be effective, reentry programs must apply the four principles of effective corrections
> interventions. First, programs should be targeted to high-risk offenders. Placing low-risk
> offenders in intensive programs might increase their recidivism rates. Second, programs
> should focus on crime-producing factors such as antisocial attitudes and substance abuse.
> Boot camp programs are ineffective because they target factors unrelated to crime, model
> aggressive behavior, and bond criminals together. Third, programs should use a cognitive-
> behavioral approach, which has been shown to reduce re-offenses by an average of 10%.
> This action oriented approach teaches prisoners new skills through modeling, practice, and
> reinforcement. Fourth, for model programs to be effective, implementation must closely
> replicate the original design; poorly implemented programs can do more harm than good.
> Given budget deficits, other states may follow Oregon's lead in requiring all programs for
> offenders to be evidence-based.

Lovins, Brian, and Lori Lovins. *2016 Riverside Pretrial Assistance to California Counties (PACC)
Project: Validation of a Pretrial Risk Assessment Tool.* Correctional Consultants, Inc., 2016.
http://www.crj.org/cji/entry/riverside-county-technical-assistance-and-vprai-validation-reports.

> The Riverside County Probation Department (RCPD) chose to implement the Virginia
> Pretrial Risk Assessment Instrument (VPRAI) to increase rates of release on own-
> recognizance and inform judicial release decisions.

Manchak, S.M., et al. "High-Fidelity Specialty Mental Health Probation Improves Officer Practices,
Treament Access, and Rule Compliance." *Law and Human Behavior* (2014). *http://risk-resilience.berkeley.edu/sites/default/files/attachments/projects/2014.high-fidelity_specialty_._compliance.pdf*.

> When implemented with fidelity, specialty mental health caseloads improved the
> supervision process for this high-need group.

*MACCAC Evidenced Based Practices Continuous Quality Improvement Plan Approved Phases One
through Four.* St. Paul, MN: Minnesota Association of Community Corrections Act Counties
(MACCAC), 2013.
http://www.maccac.org/MACCAC%20CQI%20Phases%20One%20through%20Four%20Approved%204-25-13.pdf.

> The evolution of Evidence-Based Practices (EBP) in the field of corrections has significantly
> changed the methods by which we provide services to clients. Agencies are well on their
> way developing competencies in core EBP skill areas and, subsequently, are better
> equipped to promote positive changes in their client populations. The application of the
> following five skill sets are supportive of the eight principles of EBP and essential for
> successful implementation: Motivational Interviewing, Effective Alliance, Risk Assessment,
> Case Planning, and Cognitive Behavior Programming and Coaching. However, simply

launching these initiatives is not enough. Agencies must invest in sufficient staff training, reinforce methods of continuous improvement, and measure outcomes to assure quality services and programming. Research shows that when delivered with fidelity, Evidence-Based Practices will enhance public safety through sustained reductions in recidivism. The Minnesota Association Community Corrections Act Counties (MACCAC) EBP Quality Improvement Work Group was established to assemble known elements of quality assurance into a format designed to promote agency alignment on a state-wide basis. What follows is a macro-level description of significant elements of a QA plan as it concerns overall outcomes and internal processes.

National Parole Resource Center. *Paroling Authority Self-Assessment Toolkit.*
http://nationalparoleresourcecenter.org/toolkit2/index.php
> The Toolkit offers a structured, self-assessment guide to assist paroling authorities to consider their current practices, and the degree to which they mirror the National Parole Resource Center's practice targets for risk reduction. By completing this Toolkit, paroling authority members can gain preliminary insight into how their practices compare to these targets, and where they might want to focus further attention in strengthening their work in the future.

Pelletier, Elizabeth, Bryce Peterson, and Ryan King. *Assessing the Impact of South Carolina's Parole and Probation Reforms: Justice Reinvestment Initiative.* Washington, DC: Urban Institute, 2017. *http://www.urban.org/research/publication/assessing-impact-south-carolinas-parole-and-probation-reforms*.
> In 2010, South Carolina passed the Sentencing Reform Act, enacting comprehensive criminal justice reforms. One key reform encouraged the Department of Probation, Parole, and Pardon Services to employ administration responses to parole and probation violations, rather than sending people to prison. This brief finds that, following these reforms, use of administrative responses increased. Reform implementation was associated with a decline in recidivism; people beginning supervision after the reforms were 33 percent less likely to be incarcerated after one year compared with pre-reform cohorts. Still, implementation of these reforms was impeded by several challenges, including delays, data limitations, and funding roadblocks.

Pierce-Danford, Kristy, and Meghan Guevara. *Commonwealth of Virginia: Roadmap for Evidence-Based Practices in Community Corrections.* Boston, MA: Crime and Justice Institute (CJI) at Community Resources for Justice (CRJ), 2010. *http://www.crj.org/page/-/cjifiles/Roadmap_Final.pdf*.
> The Roadmap offers valuable insights into lessons learned during the implementation of evidence-based practices (EBP) and provides proven strategies for addressing challenges to sustainable change.

Rossman, Shelli B., et al. *Second Chance Act Adult Offender Reentry Demonstration Projects, Evidence-Based Practices: Case Management.* RTI International and the Urban Institute, 2016. *https://www.ncjrs.gov/pdffiles1/nij/grants/250470.pdf*.
> This report describes the use of case management practices among seven grantees who implemented adult reentry programs using SCA funding.

Rubin, Mark, William Ethridge, and Michael Rocque. *Implementing Evidence-Based Principles in Community Corrections: A Case study of Successes and Challenges in Maine.* Portland, ME: Muskie School of Public Service, University of Southern Maine, 2011. *http://muskie.usm.maine.edu/justiceresearch/Publications/Adult/Implementing_Evidence-Based_Principles_Community_Corrections.pdf*.

> In 2003, the National Institute of Corrections (NIC) selected Maine as one of two pilot states to demonstrate and test an integrated approach to the implementation of evidence-based principles in community corrections. The project model and conceptual framework developed by NIC emphasized the maintenance of an equal and integrated focus on three domains during implementation: 1. Evidence-based principles (EBP); 2. Organizational development; and 3. Collaboration. The stated project goal was to build learning organizations that reduce recidivism through the systemic integration of evidence-based principles in collaboration with community and justice partners.

Santa Cruz County AB 109 Implementation Evaluation. Oakland, CA: Resource Development Associates, 2017. *http://www.co.santa-cruz.ca.us/Portals/0/County/prb/pdfs/Santa-Cruz-AB109_Implementation-Evaluation_20170202_STC4.pdf*

> The purpose of the evaluation is to enable the Santa Cruz County Community Corrections Partnership Executive Committee (CCP-EC)—as well as the County Departments and contracted service providers that comprise the County's AB 109 system—to make data-driven decisions about AB 109 services and system coordination to support positive client outcomes and reduce recidivism in Santa Cruz County.

Scott, Mindy, et al. *An Experimental Evaluation of a Family Strengthening Intervention to Enhance Post-release Adjustment for Reentering Fathers and Improve Child Well-Being.* Washington, DC: National Institute of Justice (NIJ), 2017. *https://www.ncjrs.gov/pdffiles1/nij/grants/250568.pdf*.

> This report presents key findings from the evaluation including information on the demographics of the families in the program, the program's implementation and effectiveness, and recommendations for improving future family strengthening programs for reentering fathers and their families.

Taxman, Faye S., and Danielle S. Rudes. "Implementation of Contingency Management in Probation Agencies Using a Case Controlled Longitudinal Design: A PDSA Study Protocol." *Health and Justice* 1, no. 7(2013). *https://healthandjusticejournal.springeropen.com/articles/10.1186/2194-7899-1-7*.

> This project contributes to the current understanding of how contextual factors affect implementation decisions. The protocol allows each site to develop their own tailored CM protocol and a process for implementing CM, compatible with the local socio-political environment. Feedback loops are important for fostering attention to CM implementation issues.

Tenorio, Joshua F. *Embracing Evidence-Based Practices: Implementing Change in Probation.* Williamsburg, VA: National Center for State Courts (NCSC), 2016. *http://www.ncsc.org/~/media/Files/PDF/Education%20and%20Careers/CEDP%20Papers/2016/Embracing%20Evidence_Based%20Practices_Implementing%20Change%20in%20Probation.ashx*.

> The purpose of this project was to develop a strategy to pursue change and improvement to the probation system in Guam, with the goal of reducing recidivism.

Welsh, Wayne, et al. "Effects of a Strategy to Improve Offender Assessment Practices: Staff Perceptions of Implementation Outcomes." *Drug and Alcohol Dependence* 152(2015): 230-238. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4458146/*.
This implementation study examined the impact of an organizational process improvement intervention (OPII) on a continuum of evidence based practices related to assessment and community reentry of drug-involved offenders: Measurement/Instrumentation, Case Plan Integration, Conveyance/ Utility, and Service Activation/Delivery

Delivery/ Fidelity

Aguilar-Amaya, Maria. "Aligning Leadership and Management Practices with EBP." *Perspectives* 39, no. 2(2015): 79-85. *http://www.appa-net.org/Perspectives/Perspectives_V39_N2_P78.pdf*.
>   There is sparse literature when it comes to EBP and leadership and management practices. The following focuses on aligning management practices with EBP.

Askew, LaQuana. "Best Practices for Effective Correctional Programs." *Research in Action* 1, no. 1(2016): 1-5.
http://www.cmitonline.org/research/publications/documents/bestpractices_7_2016.pdf .
>   This research brief examines those key concepts that demonstrate the components of an effective program.

Breen, Patricia D., and Stan Orchowsky. *Sustaining Evidence-Based Practices.* Washington, DC: Justice Research and Statistics Association, 2015.
http://www.jrsa.org/projects/ebp_briefing_paper3.pdf.
>   This briefing examines the sustainability of evidence-based programs, which is a growing concern for State Administrative Agencies (SAAs) and their grantees. The briefing describes sustainability and how it relates to evidence-based program implementation, and presents several factors and strategies from the research literature for achieving program sustainment.

Carroll, Christopher, et al. "A Conceptual Framework for Implementation Fidelity." *Implementation Science* 2(2007). *https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-2-40*.
>   Implementation fidelity refers to the degree to which an intervention or program is delivered as intended. Only by understanding and measuring whether an intervention has been implemented with fidelity can researchers and practitioners gain a better understanding of how and why an intervention works, and the extent to which outcomes can be improved.

Colorado Second Chance Housing and Reintegration Program (C-SCHARP): Assessment of Program Model Fidelity. Denver, CO: Mental Health Center of Denver, 2017. *https://mhcd.org/wp-content/uploads/2017/01/C-SCHARP_ProgramFidelity_SummaryReport_FINAL_TM_11-23-2016.pdf*.
>   The Colorado Second Chance Housing and Re-Entry Program (C-SCHARP) is a comprehensive approach to prisoner reentry that increases the chances of recovery for identified people on parole with co-occurring substance abuse and mental health disorders by providing evidence-based practices both inside and outside of prison. Evaluators conducted interviews with program staff from the three community mental health centers (CMHC) to better understand how the CSCHARP program model had been implemented within the specific context of each CMHC setting.

Durlak, Joseph. "The Importance of Quality Implementation for Research, Practice, and Policy." *ASPE Research Brief* (2013). *https://aspe.hhs.gov/sites/default/files/pdf/180306/rb_QualityImp.pdf*.
>   This research brief discusses some of the fundamentals of quality program implementation that have been identified through research and practice and that may be useful for practitioners and researchers alike. The brief defines quality program implementation, and highlights the importance of a high-quality implementation, identifies 23 factors that affect implementation, discusses 14 steps in achieving quality implementation (10 of which need

to occur before a program starts), and notes that responsibility for quality implementation is shared by key stakeholders. The factors that can affect implementation quality range from societal, community, program, practitioners, and organizational influences, as well as the implementation process itself. The brief explains how implementation should focus on core components, allowing adaptation of other aspects to suit the population and setting.

EPISCenter Guide to Evidence-Based Program Planning and Delivery. University Park, PA: EPISCenter, 2015. *http://www.episcenter.psu.edu/guide*.

> The Guide included seven sections as well as numerous appendices and a glossary. Section 1: Defining Evidence-Based Prevention. Section 2: Selecting an Evidence-Based Program. Selection 3: Implementing an Evidence-Based Program. Section 4: Technical Assistance. Section 5: Data Collection & Reporting Requirements. Section 6: Sustainability. Section 7: Program Specifics.

Fixsen, Dean L. *Implementing Evidence-Based Practices with Fidelity.* Chapel Hill, NC: National Implementation Research Network (NIRN), 2005. *http://nirn.fpg.unc.edu/resources/implementing-evidence-based-practices-fidelity*.

> This presentation 1) describes past attempts to implement effective practices in various fields, 2) describes a case study in program development, initial replication, and eventual national implementation, 3) discusses the long time frames needed to discover meaningful relationships in national implementation efforts, 4) summarizes the findings from an extensive review of the implementation evaluation literature, and 5) describes the key elements that seem essential to successful implementation of evidence-based programs and practices in human services.

The Hexagon Tool-Exploring Context. Chapel Hill, NC: The National Implementation Research Network's Active Implementation Hub, 2013.
http://implementation.fpg.unc.edu/resources/hexagon-tool-exploring-context.

> The Hexagon Tool can help states, districts, and schools appropriately select evidence-based instructional, behavioral, and social- emotional interventions and prevention approaches by reviewing six broad factors in relation to the program or practice under consideration.

Implementation Oversight for Evidence Based Programs: A Policymaker's Guide to Effective Program Delivery. Philadelphia, PA: Pew-MacArthur Results First Initiative, 2016.
http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2016/05/implementation-oversight-for-evidence-based-programs.

> There is a growing consensus that rigorous evidence and data can and should be used, whenever possible, to inform critical public policy and budget decisions. In areas ranging from criminal justice to education, government leaders are increasingly interested in funding what works, while programs that lack evidence of their effectiveness are being scrutinized when budgets are tightened. As the use of evidence-based interventions becomes more prevalent, there is an increasing recognition that it will be critical to ensure that these programs are effectively delivered. A large body of research now shows that well-

designed programs poorly delivered are unlikely to achieve the outcomes policymakers and citizens expect.

Kim, Sunny Jung, et al. "Predictive Validity of the Individual Placement and Support Fidelity Scale (IPS-25): A Replication Study." *Journal of Vocational Rehabilitation* 43(2015): 209-216. *http://www.worksupport.com/documents/jvr_predictive_validity_individual_placement.pdf*.
> Fidelity scales are used to monitor adherence to evidence-based practices. The underlying assumption is that high fidelity predicts better outcomes. The IPS-25 is a fidelity scale measuring adherence to the Individual Placement and Support (IPS) model. A previous study found a significant association between the IPS-25 and competitive employment outcome. The current study sought to replicate this finding. The study demonstrated that IPS programs adhering to good fidelity are more likely to achieve enhanced competitive employment outcomes than the sites that have low fidelity.

Klingele, Cecelia. "The Promises and Perils of Evidence-Based Corrections." *Notre Dame Law Review* 91, no. 2(2016): 537-584.
http://scholarship.law.nd.edu/cgi/viewcontent.cgi?article=4633&context=ndlr.
> This Article seeks to highlight the unintended ways in which evidence-based tools could be used to expand, rather than reduce, state correctional control over justice-involved individuals. It explains what evidence-based practices are, why they have gained traction, and how they fit into existing paradigms for understanding the role of the criminal justice system in the lives of those subject to its control. Finally, it calls on policymakers and practitioners to implement these practices in ways that ensure they are used to improve the quality and fairness of the criminal justice system and not to reinforce the institutional constructs that have sustained the growth of the penal state

Lundgren, Lena, et al. "Barriers to Implementation of Evidence-Based Addiction Treatment: A National Study." *Journal of Substance Abuse Treatment* 42(2012): 231-238. *https://addiction-partnership.wustl.edu/wp-content/uploads/2014/03/Barriers-to-adopting-EBPs.pdf*.
> Prior studies have identified that working in an addiction treatment unit with higher levels of organizational capacity is a factor associated with positive staff attitudes about evidence-based addiction treatment practices (EBPs). The study presented here explored whether staff perceptions about the organizational capacity of their treatment unit are also associated with staff experience of barriers to implementing EBPs.

Przybylski, Roger, and Stan Orchowsky. *Implementing Evidence-Based Practices*. Washington, DC: Justice Research and Statistics Association, 2015.
http://www.jrsa.org/projects/ebp_briefing_paper2.pdf.
> This briefing deals with the critically important issue of program implementation. It describes key implementation challenges in the context of evidence-based programs and presents research-based strategies that can be used to facilitate sound implementation in real-world settings. It is designed to help State Administrative Agencies (SAAs) and their grantees achieve positive programming outcomes and realize the full potential of the evidence-based programs they adopt

Randell, Nicholas G. "Practice, Practice, Practice: Preliminary Findings from an Evidence-Based Practice Funding Initiative at the Peter and Elizabeth C. Tower Foundation." *The Foundation Review* 4, no. 2(2012): 14-29. *http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1027&context=tfr*.
> This article looks at Tower's experience as a founder of EBP programs and its work to measure the success of these initiatives.

Reichert, Jessica, Risa Sacomami, and Sara Gonzales. *Fidelity to the Evidence-Based Drug Court Model: An Examination of Adult Redeploy Illinois Programs.* Chicago, IL: Illinois Criminal Justice Information Authority (ICJIA), 2015. *http://www.icjia.state.il.us/articles/fidelity-to-the-evidence-based-drug-court-model-an-examination-of-adult-redeploy-illinois-programs*.
> Illinois Criminal Justice Information Authority researchers examined drug courts funded by Adult Redeploy Illinois (ARI) in five counties. Data to measure the 10 key components was collected after 18 months of program implementation (August 2012 to July 2013). ARI applies evidence-based, data-driven, and result-oriented strategies to curb prison overcrowding and enhance public safety.

Rhine, Edward E., Tina L. Mawhorr, and Evalyn C. Parks. "Implementation: The Bane of Effective Correctional Programs." *Criminology & Public Policy* 5, no. 2(2006): 347-358.
> The failure of criminal justice and related agencies to demonstrate successful implementation of evidence-based programs across various settings may hasten the demise of the current enthusiasm for attempts to rehabilitate offenders.

Rimehaug, Tormod. "The Ecology of Sustainable Implementation: Reflection on a 10-Year Case History Illustration." *Zeitschrift fur Psychologie* 222, no. 1(2014): 58-66. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4013921/*.
> The primary aim of this paper is to illustrate the strategic and ecological nature of implementation. The aim of implementation is not dissemination but sustainability beyond the implementation effort. A case study is utilized to illustrate these broad and long-term perspectives of sustainable implementation based on qualitative analyses of a 10-year implementation effort.

Rousseau, Denise M., and Brian C. Gunia. *Evidence-Bases Practice: The Psychology of EBP Implementation. Annual Review of Psychology* (2015). *https://www.cebma.org/wp-content/uploads/Rousseau-Gunia-ARP-2015.pdf*.
> Evidence-Based Practice (EBP) is an approach used in numerous professions that focuses on attention on evidence quality in decision making and action. We review research on EBP implementation, identifying critical underlying psychological factors facilitating and impeding its use. In describing EBP and the forms of evidence it employs, we highlight the challenges individuals face in appraising evidence quality, particularly their personal experience. We next describe critical EBP competencies and the challenges underlying their acquisition: foundational competencies of critical thinking and domain knowledge, and functional competencies such as question formulation, evidence search and appraisal, and outcome evaluation. We then review research on EBP implementation across diverse fields from medicine to management and organize findings around three key contributors to EBP: practitioner Ability, Motivation, and Opportunity to practice (AMO).

Savignac, Julie, and Laura Dunbar. *Guide on the Implementation of Evidence-Based Programs: What Do We Know So Far?* Ottawa, Ontario Canada: National Crime Prevention Centre (NCPC), 2014. *http://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/gd-mplmnttn-vdnc-prgrms/gd-mplmnttn-vdnc-prgrms-en.pdf*.

> This guide on the implementation of evidence-based programs outlines current knowledge on key elements, proposes implementation planning tools and provides examples from various case studies.

Schweitzer, Myrinda, Eva Kishimoto, Edward Latessa, and Leah Rogalski-Davis. "Implementing an Evidence-Based Program Model: A Real-World Approach to Effective Correctional Treatment." *Offender Programs Report* 19, no. 3(2015): 33-48. *https://www.uc.edu/content/dam/uc/corrections/docs/IntheNews/Implementing%20an%20Evidence-Based%20Program%20Model%202015.pdf*.

> Even though there is now a well-developed literature regarding "what works" in reducing offender recidivism, corrections professionals continue to experience considerable challenges related to "how to make it work". This article explores the development of a process to re-design existing correctional programs and systems to help increase adherence to the principles of effective intervention. The overall intent of this process is to design and implement an evidence-based model of programming.

"SPECIAL FOCUS ON: Implementing Evidence-Based Practices." *Federal Probation* 77, no. 2(2013): 28-86. *http://www.uscourts.gov/statistics-reports/publications/federal-probation-journal/federal-probation-journal-september-2013*.

> Introduction to Federal Probation Special Focus on Implementing Evidence-Based Practices by Christopher T. Lowenkamp; The Demands on Probation Officers in the Evolution of Evidence-Based Practice: The Forgotten Foot Soldier of Community Corrections by Guy Bourgon; The Trials and Tribulations of Implementing What Works: Training Rarely Trumps Values by Mario A. Paparozzi and Roger Guy; Reducing Recidivism Through Probation Supervision: What We Know and Don't Know from Four Decades of Research by Chris Trotter, Skills and Training in Britisj Probation: A Tale of Neglect and Possible Revival by Peter Raynor and Pamela Ugwudike; Changing Probation Officer Attitudes: Training Experience, Motivation, and Knowledge by Christopher T. Lowenkamp, et al.; Capitalizing on Collaboration in Arizona: Working Together to Advance the Use of Evidence-Based Officer Skills at All Levels of Community Corrections by Kathy Waters, et al.; Coaching: The True Path to Proficiency, From an Officer's Perspectives by Melissa Alexander, et al.; Using Qualitative Models in Correctional Organizations by Danielle S. Rudes, et al.; 7 Keys to "Make EBPs Stick": Lessons from the Field by Faye S. Taxman.

Stages of Implementation Analysis: Where Are We? Chapel Hill, NC: State Implementation and Scaling-Up of Evidence-Based Practices (SISEP) Center, 2013. *http://implementation.fpg.unc.edu/resources/stages-implementation-analysis-where-are-we*.

> All implementation stage-based assessments are now merged into one tool. This planning tool provides an implementation team the opportunity to assess, plan and track stage-based activities and improve the success of implementation efforts EBPs/EIIs across stages.

Stephenson, Rachel, Marcia Cohen, Chase Montagnet, Amanda Bobnis, Stephen Gies, and Martha Yeide. *Model Programs Guide Implementation Guides: Background and User Perspectives on Implementing Evidence-Based Programs.* Bethesda, MD: Development Services Group, Inc., 2014. *http://www.ojjdp.gov/mpg/implementations/ImplementationGuides.pdf*.

> The goal of the Implementation Guides is to enhance the information and resources available on *MPG* to better support *MPG* users (policymakers and practitioners) in implementing evidence-based programs and practices.

Supplee, Lauren H., and Allison Metz. "Opportunities and Challenges in Evidence-Based Social Policy." *Social Policy Report* 28, no. 4(2015): 3-31. *http://www.srcd.org/sites/default/files/documents/spr_28_4.pdf*.

> Drawing on experiences scaling evidence-based programs nationally, the authors raise several challenges faced by the field to ensure high-quality implementation and discuss specific proposals, particularly for the research and university communities, for moving the field forward. Recommendations include designing and testing intervention and prevention programs with an eye towards scaling from the start, increased documentation related to implementation of the programs, and working toward an infrastructure to support high-quality, effective dissemination of evidence-based prevention and intervention programs.

Taxman, Faye S. "Building Effective Service Delivery Mechanisms for Justice-Involved Individuals: An Under-Researched Area." *Health and Justice* 2, no. 2(2014): 1-12. *https://healthandjusticejournal.springeropen.com/articles/10.1186/2194-7899-2-2*.

> In this article, we focus on the need for more service related research to broaden our understanding of how to improve system, program, and client level outcomes. A review of pertinent research in each area is provided to illustrate contemporary findings.

Viglione, Jill, Danielle S. Rudes, and Faye S. Taxman. "The Myriad Challenges with Correctional Change: From Goals to Culture." *European Journal of Probation* 7, no. 2 (2014): 103-123. *http://ejp.sagepub.com/content/7/2/103.abstract*.

> Presently, many correctional organizations seek to change both policy and practice to improve offender outcomes. The occupational roles played by both staff and management represent an imperative part of the change equation. This article provides a historical and scientific overview of the scholarship on occupational roles within correctional agencies discussing how theoretical shifts in ideology impact correctional organizations and how correctional workers think, behave and make decisions regarding the individuals they supervise. We focus on the current shift emphasizing the use of evidence-based practices (EBPs), which presents new challenges for correctional organizations. We present two case examples of EBP implementation; one aiming to shift the correctional culture and communication within a correctional facility and the second focusing on the implementation of contingency management in community corrections settings. This research highlights the challenges associated with change within correctional environments, but also provides promising findings regarding successful implementation of EBPs within correctional organizations. [Abstract]

Walker, Sarah. *Innovation Brief: The Cultural Enhancement Model for Evidence-Based Practice*. Washington, DC: Models for Change, Justice Policy Institute, 2013. *http://www.modelsforchange.net/publications/487*.

> Interest in developing and testing cultural adaptations has grown in proportion to the widespread adoption of policies to support the implementation of evidence-based practice (EBPs). One significant challenge for EBP dissemination is the perception that EBPs are not responsive to cultural needs and preferences and thus conflict with standards of culturally competent best practice. The University of Washington Division of Public Behavioral Health & Justice Policy developed the Cultural Enhancement Model to provide feasible guidance to agencies and practitioners for how to incorporate culturally-relevant strategies into evidence-based practice to improve both community and client-level engagement.

Wandersman, Abraham, Victoria H. Chien, and Jason Katz. "Toward an Evidence-Based System for Innovation Support for Implementing Innovations with Quality: Tools, Training, Technical Assistance, and Quality Assurance/Quality Improvement." *American Journal of Community Psychology* 45, no. 1/2(2010). *https://ww2.cas.sc.edu/psyc/sites/default/files/directory_files/ebsis%20published.pdf*.

> This article begins to conceptualize theory, research, and action for an evidence-based system for innovation support (EBSIS). EBSIS describes key priorities for strengthening the science and practice of support. The major goal of EBSIS is to enhance the research and practice of support to build capacity in the Delivery System for implementing innovations with quality, and thereby, help the Delivery System achieve outcomes. EBSIS is guided by a logic model that includes four key support components: tools, training, technical assistance, and quality assurance/quality improvement. EBSIS uses the Getting To Outcomes approach to accountability to aid the identification and synthesis of concepts, tools, and evidence for support.

Health

Aarons, Gregory A., Guy Cafri, Lindsay Lugo, and Angelina Sawitzky. "Expanding the Domains of Attitudes Toward Evidence-Based Practice: The Evidence Based Practice Attitude Scale-50." *Administration and Policy in Mental Health* 39(2012): 331-340.
http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3411301/.

> The development of the EBPAS, however, was a first step towards understanding mental health and social service provider attitudes toward adopting EBPs. The current study was designed to further explore and identify additional dimensions of attitudes towards EBPs by generating items from novel content domains and subjecting them to exploratory factor analysis to discern their factor structure. The identified factors might then be used for research and applied purposes. For example, attitude domains could be used in developing models of innovation implementation in various service contexts. Attitudes might also be assessed to better inform implementation efforts while considering provider perspectives.

Aarons, Gregory A., Mark G. Ehrhart, Lauren R. Farahnak, and Michael S. Hurlburt. "Leadership and Organizational Change for Implementation (LOCI): A Randomized Mixed Method Pilot Study of a Leadership and Organization Development Intervention for Evidence-Based Practice Implementation." *Implementation Science* 10, no. 11(2015).
https://implementationscience.biomedcentral.com/articles/10.1186/s13012-014-0192-y.

> Leadership is important in the implementation of innovation in business, health, and allied health care settings. Yet there is a need for empirically validated organizational interventions for coordinated leadership and organizational development strategies to facilitate effective evidence-based practice (EBP) implementation. This paper describes the initial feasibility, acceptability, and perceived utility of the Leadership and Organizational Change for Implementation (LOCI) intervention. A transdisciplinary team of investigators and community stakeholders worked together to develop and test a leadership and organizational strategy to promote effective leadership for implementing EBPs.

Beidas, Rinad S., et al. "Free, Brief, and Validated: Standardized Instruments for Low-Resource Mental Health Settings." *Cognitive and Behavioral Practice* 22, no. 1(2015): 5-19.
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4310476/.

> Evidence-based assessment has received little attention despite its critical importance to the evidence-based practice movement. Given the limited resources in the public sector, it is necessary for evidence-based assessment to utilize tools with established reliability and validity metrics that are free, easily accessible, and brief. We review tools that meet these criteria for youth and adult mental health for the most prevalent mental health disorders to provide a clinical guide and reference for the selection of assessment tools for public sector settings.

Beidas, Rinad S., and Philip C. Kendall. "Training Therapists in Evidence-Based Practice: A Critical Review of Studies from a Systems-Contextual Perspective." *Clinical Psychology* 17, no. 1(2010): 1-30. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2945375/*.

> Evidence-based practice (EBP), a preferred psychological treatment approach, requires training of community providers. The systems-contextual (SC) perspective, a model for dissemination and implementation efforts, underscores the importance of the therapist, client, and organizational variables that influence training and consequent therapist uptake and adoption of EBP. This review critiques the extant research on training in EBP from an SC perspective. Findings suggest that therapist knowledge improves and attitudinal change occurs following training. However, change in therapist behaviors (e.g., adherence, competence, and skill) and client outcomes only occurs when training interventions address each level of the SC model and include active learning. Limitations as well as areas for future research are discussed.

Bertram, Rosalyn, Karen Blase, David Stern, Pat Shea, and Dean Fixsen. *Policy Research Brief: Implementation Opportunities and Challenges for Prevention and Promotion Initiatives.* Alexandria, VA: National Association of State Mental Health Program Directors (NASMHPD), 2011. *http://www.nasmhpd.org/sites/default/files/Policy%20Research%20Brief%20on%20Implementatio n%20Opportunities%20and%20B_1.pdf*.

> The emphasis of this report is primarily focused upon the implementation of evidence based programmatic interventions, and is especially apt for skill-based interventions.

Blandford, Alex M., and Fred C. Osher. *A Checklist for Implementing Evidence-Based Practices and Programs for Justice-Involved Adults with Behavioral Health Disorders.* Delmar, NY: SAMHSA's GAINS Center for Behavioral Health and Justice Transformation, 2012. *https://csgjusticecenter.org/wp-content/uploads/2013/04/SAMHSA-GAINS.pdf*.

> SAMHSA's GAINS Center for Behavioral Health and Justice Transformation and the Council of State Governments Justice Center have prepared this easy-to-use checklist to help behavioral health agencies assess their utilization of EBPs associated with positive public safety and public health outcomes.

Chinman, Matthew, et al. "Using Getting to Outcomes to Facilitate the Use of an Evidence-Based Practice in VA Homeless Programs: A Cluster-Randomized Trial an Implementation Support Strategy." *Implementation Science* 12, no. 34(2017): 1-12. *https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5345223/*

> Incorporating evidence-based integrated treatment for dual disorders into typical care settings has been challenging, especially among those serving Veterans who are homeless. This paper presents an evaluation of an effort to incorporate an evidence-based, dual disorder treatment called Maintaining Independence and Sobriety Through Systems Integration, Outreach, and Networking—Veterans Edition (MISSION-Vet) into case management teams serving Veterans who are homeless, using an implementation strategy called Getting To Outcomes (GTO).

lawson, Elyse, and Meghan Guevara. *Putting the Pieces Together: Practical Strategies for Implementing Evidence-Based Practices.* Boston, MA: Crime and Justice Center. Washington, DC: National Institute of Corrections (NIC), 2010. *http://nicic.gov/library/024394*.

> Those new to the implementation of evidence-based practices (EBPs) will find this publication to be a great guide to the process. This manual is designed to be used "both as a checklist of key management concepts and as a reminder of important organizational issues that need to be addressed to achieve positive public safety outcomes in an evidence-based environment" (p. vii). There are six chapters contained in this publication: creating evidence-based community corrections systems; getting started; organizational assessment—to know where you are going, you need to know where you are; strategic planning—choosing your destination; mapping the route—developing a workplan; and ongoing quality improvement.

Clodfelter, Tammatha A., et al. "A Case Study of the Implementation of Staff Training Aimed at Reducing Rearrest (STARR)." *Federal Probation* 80, no. 1(2016): 30-38. *http://www.uscourts.gov/statistics-reports/publications/federal-probation-journal/federal-probation-journal-june-2016*.

> Research on evidence-based correctional practices notes the critical importance of program implementation in assessing program effectiveness. In this article, the authors describe the implementation of a training program to improve officer-offender interactions in the federal probation system. They use several sources of information to assess implementation strategies and the success of those efforts within a single federal district.

Cook, Joan M., and Shannon Wiltsey Stirman. "Implementation of Evidence-Based Treatment for PTSD." *PTSD Research Quarterly* 26, no. 4(2015). *http://www.episcenter.psu.edu/guide*.

> There is relatively little adoption of evidence-based treatments (EBTs) into routine practice. Dissemination of EBTs or practice guidelines through traditional educational activities (e.g., formal continuing education programs) has limited impact on day-to-day clinical practice. Implementation science is an emerging field that has developed as the gap between research and practice has been identified across a variety of health care settings. The field is concerned with the study of methods to promote the integration of research findings into health care practice and policy.

Ducharme, Lori J., Redonna K. Chandler, and Tisha R.A. Wiley. "Implementing Drug Abuse Treatment Services in Criminal Justice Settings: Introduction to the CJ-DATS Study Protocol Series." *Health and Justice* 1, no. 5(2013): 1-6. *http://link.springer.com/article/10.1186/2194-7899-1-5*.

> CJ-DATS applies implementation science perspectives and methods to address a vexing problem – the need to link offender populations with effective treatment for drug abuse, HIV, and other related conditions for which they are at high risk. Applying these principles to the U.S. criminal justice system is an innovative extension of lessons that have been learned in mainstream healthcare settings.

Forman, Benjamin, Jonathan Jones, and Abigail Hiller. *Mounting an Evidence-Based Criminal Justice Response to Substance Abuse and Drug Offending in Massachusetts.* Boston, MA: Mass Inc., 2016. *http://massinc.org/wp-content/uploads/2016/03/Mounting-an-Evidence-Based-Criminal-Justice-Response-to-Substance-Abuse-and-Drug-Offending-in-Massachusetts.pdf*.

> This paper explores available data on substance use in Massachusetts, examines the range of evidence-based practice at each stage in the criminal justice system, and describes efforts to implement these approaches in the Commonwealth. The paper concludes with ideas for how policymakers and criminal justice and law enforcement officials can work together to lead Massachusetts into a new era of responding to substance abuse with evidence-based practice.

Gannon, Theresa A., and Tony Ward. "Where Has All the Psychology Gone?" A Critical Review of Evidence-Based Psychological Practice in Correctional Settings." *Aggression and Violent Behavior* 19(2014): 435-446. *https://kar.kent.ac.uk/42430/* .

> Evidence-Based Practice (EBP) represents the gold standard for effective clinical psychological practice. In this review, we examine ways in which EBP tenets are being neglected by correctional psychologists worldwide. We examine three key aspects of EBP currently being neglected: (a) individualized and flexible client focus, (b) the therapeutic alliance, and (c) psychological expertise. We also highlight two highly related issues responsible for correctional psychologists' neglect of EBP. The first relates to policy makers' and correctional psychologists' overreliance on the Risk–Need–Responsivity Model to guide correctional practice. We argue that the narrow focus and implementation of this model has resulted in a severe identity problem for correctional psychologists that has severely exacerbated the dual relationship problem. That is, the tension psychologists experience because of engaging in psychological practice while also obliging the risk and security policies of correctional systems. The second issue concerns psychologists' response to the dual relationship problem. In short, psychology, as a discipline appears to have acquiesced to the dual-relationship problem. In our view, this constitutes a 'crisis' for the discipline of correctional psychology. We offer several recommendations for injecting EBP back into correctional psychology for the individual, psychology as a discipline, and correctional policy makers.

Glasner-Edwards, Suzette, and Richard Rawson. "Evidence-Based Practices in Addiction Treatment: Review and Recommendations for Public Policy." *Health Policy* 97, no. 2-3(2010): 93-104. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2951979/*.

> This article examines the concept of EBP, critically reviews criteria used to evaluate the evidence basis of interventions, and highlights the way such criteria have been applied in the addictions field. Controversies regarding EBP implementation policies and practices in addiction treatment are described, and suggestions are made to shift the focus of dissemination efforts from manualized psychosocial interventions to specific skill sets that are broadly applicable and easily learned by clinicians. Organizational and workforce barriers to EBP implementation are delineated, with corresponding recommendations to facilitate successful dissemination of evidence-based skills.

Gleicher, Lily. "Reducing Substance Use Disorders and Related Offending: A Continuum of Evidence-Informed Practices in the Criminal Justice System." Chicago, IL: Illinois Criminal Justice Information Authority (ICJIA), 2017. *http://www.icjia.state.il.us/articles/reducing-substance-use-disorders-and-related-offending-a-continuum-of-evidence-informed-practices-in-the-criminal-justice-system*.

> Illinois Criminal Justice Information Authority (ICJIA) researchers developed this continuum to share evidence-informed practices for addressing SUDs and substance misuse to guide local-level assessment, planning, and implementation efforts around SUD prevention and intervention.

Guerrero, Erick G., Howard Padwa, Karissa Fenwick, Lesley M. Harris, and Gregory A. Aarons. "Identifying and Ranking Implicit Leadership Strategies to Promote Evidence-Based Practice Implementation in Addiction Health Services." *Implementation Science* 11(2016). *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4894378/.*

> Despite a solid research base supporting evidence-based practices (EBPs) for addiction treatment such as contingency management and medication-assisted treatment, these services are rarely implemented and delivered in community-based addiction treatment programs in the USA. Thus, many clients do not benefit from the most current and efficacious treatments, resulting in reduced quality of care and compromised treatment outcomes. Previous research indicates that addiction program leaders play a key role in supporting EBP adoption and use. The present study expanded on this previous work to identify strategies that addiction treatment program leaders report using to implement new practices.

Guidance Document: Selecting, Planning, and Implementing Evidence-Based Interventions for the Prevention of Substance Use Disorders. Lansing, MI: Michigan Department of Community Health, Bureau of Substance Abuse and Addiction Services, 2012. *https://www.michigan.gov/documents/mdch/Mich_Guidance_Evidence-Based_Prvn_SUD_376550_7.pdf*.

> The purpose of the "*Guidance Document: Selecting, Planning, and Implementing Evidence-Based Interventions for the Prevention of Substance Use Disorders*" is to increase uniformity in the knowledge, understanding, and implementation of evidence-based substance abuse prevention programs, services, and activities in the state of Michigan.

Guidelines for Successful Transition of People with Mental or Substance Use Disorders from Jail and Prison: Implementation Guide. Rockville, MD: Substance Abuse and Mental Health Services Administration (SAMHSA), 2017. *https://store.samhsa.gov/product/SMA16-4998*.

> Provides behavioral health, correctional, and community stakeholders with examples of the implementation of successful strategies for transitioning people with mental or substance use disorders from institutional correctional settings into the community. Highlights prevalence of mental and substance use disorders in correctional settings.

Heiss, Christian, Stephen A. Somers, and Mark Larson. *Coordinating Access to Services for Justice-Involved Populations.* New York, NY: Milbank Memorial Fund, 2016. *http://www.chcs.org/media/MMF_CoordinatingAccess-FINAL.pdf*.

> The paper also examines the literature on evidence-based and promising programs for the treatment of mental health and substance use disorders for the justice-involved population and the authorities under which states can target these services.

Henderson, Craig E., Faye S. Taxman, and Douglas W. Young. "A Rasch Model Analysis of Evidence-Based Treatment Practices Used in the Criminal Justice System." *Drug and Alcohol Dependence* 93, no. 1-2(2008): 163-175. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2293644/*.

> This study used item response theory (IRT) to examine the extent to which criminal justice facilities and community-based agencies are using evidence-based substance abuse treatment practices (EBPs), which EBPs are most commonly used, and how EBPs cluster together.

McHugo, Gregory J., et al. "Fidelity Outcomes in the National Implementing Evidence-Based Practices Project." *Psychiatric Services* 58, no. 10(2007): 1279-1284. *http://ps.psychiatryonline.org/doi/abs/10.1176/ps.2007.58.10.1279?url_ver=Z39.88-2003&rfr_id=ori%3Arid%3Acrossref.org&rfr_dat=cr_pub%3Dpubmed*.

> This article presents fidelity outcomes for five evidence-based practices that were implemented in routine public mental health settings in the National Implementing Evidence-Based Practices Project. *Methods:* Over a two-year period 53 community mental health centers across eight states implemented one of five evidence-based practices: supported employment, assertive community treatment, integrated dual disorders treatment, family psychoeducation, and illness management and recovery. An intervention model of practice dissemination guided the implementation. Each site used both human resources (consultant-trainers) and material resource (toolkits) to aid practice implementation and to facilitate organizational changes. External assessors rated fidelity to the evidence-based practice model every six months from baseline to two years.

Morrison, Laura, et al. *Harnessing the Learning Community to Integrate Trauma-Informed Care Principles in Service Organizations.* McSilver Institute for Poverty Policy and Research, New York University, 2015. *http://mcsilver.nyu.edu/sites/default/files/reports/TIC-Implementation-Report.pdf*.

> [The Learning Community (LC) Model for Implementation]. The 32 behavioral health organizations enrolled in the National Council and McSilver Institute LC first completed an extensive application to determine their readiness to achieve the seven TIC domains, and evaluate their commitment to engaging in the LC. Each organization also designated a Core Implementation Team (CIT), generally comprised of senior administration, program supervisors, quality improvement staff, practitioners, and consumers, to participate in the LC, and lead implementation efforts within their organizations.

Pearson, M., et al. "Using Realist Review to Inform Intervention Development: Methodological Illustration and Conceptual Platform form Collaborative Care in Offender Mental Health." *Implementation Science* 10, no. 134(2015): 1-12. *http://implementationscience.biomedcentral.com/articles/10.1186/s13012-015-0321-2*.
> This paper reports how we used a realist review, as part of a wider project to improve collaborative mental health care for prisoners with common mental health problems, to develop a conceptual platform. The importance of offenders gaining support for their mental health, and the need for practitioners across the health service, the criminal justice system, and the third sector to work together to achieve this is recognized internationally. However, the literature does not provide coherent analyses of *how* these ambitions can be achieved. This paper demonstrates how a realist review can be applied to inform complex intervention development that spans different locations, organizations, professions, and care sectors.

Prendergast, Michael L. "Issues in Defining and Applying Evidence-Based Practices Criteria for Treatment of Criminal-Justice Involved Clients." *Journal of Psychoactive Drugs* Suppl 7(2011): 10-18. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3246745/*.
> This article provides a general overview of EBP, particularly as it applies to treatment and other interventions for offenders with problems involving drugs (including alcohol). The discussion includes a definition of EBP, notes the implications of using EBPs to make policy and clinical decisions, lists the various efforts by government and academic organizations to identify practices that can be considered evidence-based, describes the criteria used by such organizations to evaluate programs as being evidence-based, raises some cautions about the use of EBPs, and ends with some challenges in disseminating and implementing EBPs.

Proctor, Enola, et al. "Outcomes for Implementation Research: Conceptual Distinctions, Measurement Challenges, and Research Agenda." *Administration and Policy in Mental Health* 38, no. 2(2011): 65-76. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3068522/*.
> An unresolved issue in the field of implementation research is how to conceptualize and evaluate successful implementation. This paper advances the concept of "implementation outcomes" distinct from service system and clinical treatment outcomes. This paper proposes a heuristic, working "taxonomy" of eight conceptually distinct implementation outcomes—acceptability, adoption, appropriateness, feasibility, fidelity, implementation cost, penetration, and sustainability—along with their nominal definitions.

Ramsey, Alex T., Carissa van den Berk-Clark, and David A. Patterson Silver Wolf. "Provider-Agency Fit in Substance Abuse Treatment Organizations: Implications for Learning Climate, Morale, and Evidence-Based Practice Implementation." *BMS Research Notes* 8(2015). *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4437455/*.
> Substance abuse agencies have been slow to adopt and implement evidence-based practices (EBPs), due in part to poor provider morale and organizational climates that are not conducive to successful learning and integration of these practices. Person-organization fit theory suggests that alignment, or fit, between provider- and agency-level characteristics regarding the implementation of EBPs may influence provider morale and organizational learning climate and, thus, implementation success. The current study hypothesized that discrepancies, or lack of fit, between provider- and agency-level contextual factors would negatively predict provider morale and organizational learning climate, outcomes shown to be associated with successful EBP implementation.

Shafer, Michael S., Michael Prendergast, Gerald Melnick, Lynda A. Stein, and Wayne N. Welsh. "A Cluster Randomized Trial of an Organizational Process Improvement Intervention for Improving the Assessment and Case Planning of Offenders: A Study Protocol." *Health & Justice* 2, no. 1(2014). *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4279850/*.

> The Organizational Process Improvement Intervention (OPII), conducted by the NIDA-funded Criminal Justice Drug Abuse Treatment Studies consortium of nine research centers, examined an organizational intervention to improve the processes used in correctional settings to assess substance abusing offenders, develop case plans, transfer this information to community-based treatment agencies, and monitor the services provided by these community based treatment agencies.

Visher, Christy A., et al. "Understanding the Sustainability of Implementing HIV Services in Criminal Justice Settings." *Health & Justice* 3, no. 1(2015). *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4399763/*.

> In the growing field of implementation science, sustainability is a critical component of the implementation process of moving evidence-based treatments to regular practice. This paper is intended to extend our understanding of factors that influence the sustainability of HIV services in correctional settings following an organization-level intervention designed to implement improvements in preventing, detecting, or treating HIV for persons under correctional supervision.

Juvenile Justice

Acosta, Joie, et al. "An Intervention to Improve Program Implementation: Findings from a Two-Year Cluster Randomized Trial of Assets-Getting to Outcomes." *Implementation Science* 8, no. 87(2013): 1-16. *https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-8-87*.

> The purpose of this article is to present two-year outcomes from an evaluation of the Assets Getting to Outcomes (AGTO) intervention in 12 Maine communities engaged in promoting Developmental Assets, a positive youth development approach to prevention. AGTO is an implementation support intervention that consists of: a manual of text and tools; face-to-face training, and onsite technical assistance, focused on activities shown to be associated with obtaining positive results across any prevention program.

Bracey, Jeana, et al. *Improving Coordination between the Juvenile Justice and Behavioral Health Systems in Connecticut.* Farmington, CT: Child Health and Development Institute, 2015. *https://www.cga.ct.gov/app/tfs%5C20141215_Juvenile%20Justice%20Policy%20and%20Oversight%20Committee%5C20160128/Final%20Report%20by%20CHDI%20on%20the%20overlap%20of%20the%20mental%20health%20and%20juvenile%20justice%20systems.pdf* .

> In collaboration with the Tow Institute for Youth Justice, three primary objectives were identified for assessing the overlap of behavioral health and juvenile justice systems and services: 1) describe the system-level and service-level strengths and challenges that exist in Connecticut; 2) propose action steps and desired outcomes for improving integration, and; 3) propose a timeline for enacting those action steps.

Carr, L.J., Tina Fitzgerald, and Norman Skonovd. *Dialectical Behavior Therapy: Evidence for Implementation in Juvenile Correctional Settings.* Sacramento, CA: California Department of Corrections and Rehabilitation, Office of Research, Juvenile Justice Research Branch, 2011. *http://www.cdcr.ca.gov/Reports_Research/docs/DBT_Evidence_Draft_04_06_2011.pdf*

> As mentioned above, DBT is a relatively new therapeutic approach and has not, therefore, been implemented in correctional settings long enough to produce much research literature.

Fratello, Jennifer, Tarika Daftary Kapur, and Alice Chasan. *Measuring Success: A Guide to Becoming an Evidence-Based Practice.* New York, NY: Vera Institute of Justice, 2013. *http://www.ncdsv.org/images/Vera_measuring-success-a-guide-to-becoming-an-evidence-based-practice_2013.pdf* .

> The Vera Institute of Justice, funded by the MacArthur Foundation as part of its Models for Change initiative, assembled this guide in response to questions and requests for help from MacArthur juvenile justice grantees. It describes the process that determines whether a program qualifies as evidence-based and explains how programs can prepare to be evaluated.

Getting "Smart" on Juvenile Justice: Implementing Statewide Reforms. Boston, MA: Crime & Justice Institute, 2017. *http://www.crj.org/cji/entry/getting-smart-on-juvenile-justice-implementing-statewide-reforms*.

> Since 2014, six states have participated in the federal Office of Juvenile Justice and Delinquency Prevention's (OJJDP) *Smart on Juvenile Justice: A Comprehensive Strategy to Juvenile Justice Reform Initiative* to reduce out-of-home placement for juveniles, increase community-based treatment, and improving outcomes for youth. The Crime and Justice Institute has worked with all six states -- Georgia, Hawaii, Kentucky, South Dakota, West Virginia, and Kansas -- to implement legislative reforms and achieve those goals.

Greenwood, Peter W., Brandon C. Welsh, and Michael Rocque. *Implementing Proven Programs for Juvenile Offenders: Assessing State Progress.* Downington, PA: Association for the Advancement of Evidence-Based Practice, 2012. *http://nicic.gov/library/027766*.

> This report compares states based on the amount of the best evidence-based programming they are providing, and the efforts they are making to promote evidence based practices and policies. One of the key goals of this study is to help state policymakers and practitioners identify strategies and techniques that can help expand the quality and availability of EBPs [evidence-based practices] in their jurisdictions.

Henggeler, Scott W., et al. "Enhancing the Effectiveness of Juvenile Drug Courts by Integrating Evidence-Based Practices." *Journal of Consulting and Clinical Psychology* 80, no. 2(2012): 264-275. *https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4490860/*.

> The primary purpose of this study was to test a relatively efficient strategy for enhancing the capacity of juvenile drug courts (JDC) to reduce youth substance use and criminal behavior by incorporating components of evidence-based treatments into their existing services.

Henggeler, Scott W., and Sonja K. Schoenwald. "Evidence-Based Intervention for Juvenile Offenders and Juvenile Justice Policies that Support Them." *Sharing Child and Youth Development Knowledge* 25, no. 1(2011): 3-28. *http://files.eric.ed.gov/fulltext/ED519241.pdf*.

> In a context where more than 1,000,000 American adolescents are processed by juvenile courts annually and approximately 160,000 are sent to residential placements, this paper examines "what works" and "what doesn't work" in reducing the criminal behavior of juvenile offenders and presents examples of government initiatives that have successfully promoted the adoption, implementation, and sustainability of evidence-based interventions for juvenile offenders.

Hills, Holly. *Innovation Brief: Implementing Evidence-Based Practices in a Louisiana Juvenile Drug Court.* New Orleans, LA: Institute for Public Health and Justice, 2014. *http://www.modelsforchange.net/publications/662*.
> Operating since 2005, the 4th Judicial District's juvenile drug court decided in 2009 to modify their screening, assessment, and treatment offerings based on newly emerging practice guidelines for adolescent substance abuse interventions. Significant effort went into identifying and adopting standardized screening and assessment measures and implementing evidence-based treatments to create and pilot a model for juvenile drug court.

Howell, James C. (Buddy), et al. "A Practical Approach to Evidence-Based Juvenile Justice Systems." *Journal of Applied Juvenile Justice Services* (2011). *http://npjs.org/jajjs/wp-content/uploads/2014/12/JAJJS-Article-Howell-et-al-edited-kd.pdf*.
> This article presents a practical approach that JJ systems can take in achieving evidence-based programming that reduces recidivism. Most JJ system programs produce relatively small reductions in recidivism, on average, thus there is much room for improvement. A research-based approach to making program improvements system-wide—and with that, increase the cost effectiveness of the system itself—is presented in this article. The success of this effort, however, depends on delivery of the right service to the right youth at the right time. The OJJDP Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders provides the scaffolding and structured decision-making tools that can be used across entire juvenile justice systems for promoting effective matches between evidence-based services and offender treatment needs on an ongoing basis. Programs across the entire system continuum can also be assessed for effectiveness through a data-driven program rating tool that was built around the intervention characteristics found to be most strongly related to recidivism reductions in hundreds of studies. Where scores are low, this tool provides a blueprint for improvements and, with those, larger recidivism reductions. The process can also be automated to facilitate system-wide program improvements.

Hunter, Sarah B., et al. "Associations between Implementation Characteristics and Evidence-Based Practice Sustainment: A Study of the Adolescent Community Reinforcement Approach." *Implementation Science* 10, no. 173 (2015). *http://implementationscience.biomedcentral.com/articles/10.1186/s13012-015-0364-4*.
> Few empirical studies longitudinally examine evidence-based practice (EBP) sustainment and the hypothesized factors that influence it. To address this gap, the current study examined sustainment of an EBP for adolescent substance use called the adolescent community reinforcement approach (A-CRA).

Hussemann, Jeanette, and Akiva Liberman. *Implementing Evidence-Based Juvenile Justice Reforms: Demonstration Sites in OJJDP's Juvenile Justice Reform and Reinvestment Initiative.* Washington, DC: Urban Institute, 2017. *http://www.urban.org/research/publication/implementing-evidence-based-juvenile-justice-reforms*.
> Implementation proved slower than hoped, largely because deficiencies were uncovered in risk assessment processes and data. Implementation sites also involved considerable

technical assistance. Despite these implementation issues, JJRRI's approach to harnessing evidence through evidence-based tools seems to have considerable potential to uncover and remediate deficiencies in existing systems and processes, use evidence to bolster stakeholder support, and ultimately improve juvenile justice practice and effectiveness.

Juvenile Justice Evidence-Based Practices in Rural Communities: Challenges and Solutions. Viera, FL: The Carey Group and the Pennsylvania Council of Chief Juvenile Probation Officers, 2014. *http://www.episcenter.psu.edu/sites/default/files/community/Rural%20EBP%20Solutions%20Report%20final%20March%202014.pdf*.
> The purpose of this "white paper" is to provide guidance to rural counties seeking to overcome rural-based barriers to implementing evidence-based practices, as described in the Juvenile Justice System Enhancement Strategy Monograph.

Knight, Danica K., et al. "Juvenile Justice—Translational Research on Interventions for Adolescents in the Legal System (JJ_TRIALS): A Cluster Randomized Trial Targeting System-Wide Improvement in Substance Use Services." *Implementation Science* 11, no. 57(2016): 1-18. *http://implementationscience.biomedcentral.com/articles/10.1186/s13012-016-0423-5*.
> The purpose of this paper is to describe the Juvenile Justice—Translational Research on Interventions for Adolescents in the Legal System (JJ-TRIALS) study, a cooperative implementation science initiative involving the National Institute on Drug Abuse, six research centers, a coordinating center, and Juvenile Justice Partners representing seven US states.

Liddle, Howard A. "Adapting and Implementing an Evidence-Based Treatment with Justice-Involved Adolescents: The Example of Multidimensional Family Therapy." *Family Progress* 53, no. 3(2014): 516-528. *http://www.mdft.org/mdft/media/files/Publications/Liddle-(2014)-Adapting-and-implementing-MDFT-in-juvenile-justice.pdf*.
> Using the example of Multidimensional Family Therapy, this article discusses treatment development, refinement, and implementation of that adapted approach in a clinical context—a sector of the juvenile justice system—juvenile detention.

Metz, Allison, and Leah Bartley. *Active Implementation Frameworks for Program Success: How to Use Implementation Science to Improve Outcomes for Children.* Chapel Hill, NC: National Implementation Research Network (NIRN), 2012. *http://cainclusion.org/teachingpyramid/materials/resources/articles/metz-revised.pdf*.
> This article outlines how the science of implementation and the use of evidence-based Active Implementation Frameworks (Fixsen, Naoom, Blase, Friedman, & Wallace, 2005) can close the research-to-practice gap in early childhood and ensure sustainable program success. Four implementation frameworks include: Implementation Stages; Implementation Drivers; Policy–Practice Feedback Loops; and Organized, Expert Implementation Support.

Taxman, Faye S., Craig Henderson, Doug Young, and Jill Farrell. "The Impact of Training Interventions on Organizational Readiness to Support Innovations in Juvenile Justice Offices." *Administration and Policy in Mental Health and Mental Health Services Research* (2012). *https://www.gmuace.org/documents/publications/2012/impact%20of%20training.pdf*.
> This article presents the results from a trial examining different transfer strategies to assist juvenile justice caseworkers in using screening, assessment, and case planning practices to address mental health and substance use needs. Study findings examine factors that promote organizational readiness.

Vincent, Gina M., Laura S. Guy, and Thomas Grisso. *Risk Assessment in Juvenile Justice: A Guidebook for Implementation*. Washington, DC: Models for Change, Justice Policy Institute, 2014. *http://www.modelsforchange.net/publications/346*.
> The primary purpose of this guide is to provide a structure for jurisdictions, juvenile probation or centralized statewide agencies striving to implement risk assessment or to improve their current risk assessment practices.

Walker, Sarah Cusworth, Brian K. Bumbarger, and Stephen W. Phillippi Jr. "Achieving Successful Evidence-Based Practice Implementation in Juvenile Justice: The Importance of Diagnostic and Evaluative Capacity." *Evaluation and Program Planning* 52(2015): 189-197. *http://www.episcenter.psu.edu/sites/default/files/Articles/Achieving-successful-evidence-based-practice-implementation-in-juvenile-justice-The-importance-of-diagnostic-and-evaluative-capacity_2015_Evaluation-a.pdf*.
> Policy analyses of Washington State, Pennsylvania and Louisiana's program implementation successes are used to illustrate the benefits of diagnostic and evaluate capacity as a critical element of EBP implementation.

Wiley, Tisha, et al. "Juvenile Justice-Translating Research Interventions for Adolescents in the Legal System (JJ-TRIALS): A Multi-Site, Cooperative Implementation Science Cooperative." *Implementation Science* 10 (Suppl 1), no. A43 (2015). *http://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-10-S1-A43*.
> The purpose of this panel is to introduce and describe NIDA's implementation science initiative for justice-involved youth. The goal of JJ-TRIALS is to test implementation strategies for improving the delivery of a continuum of evidence-based substance abuse services as well as improving prevention efforts (for HIV/STDs and substance use disorders) among 36 juvenile justice sites located in Florida, Georgia, Kentucky, Mississippi, New York, Pennsylvania, Texas, and the District of Columbia.

Local & State Efforts

Boone, Donna L., and Kimberly Gentry Sperber. "Strategically Planning for Implementation of Evidence-Based Practices: Using Macro-and Micro-Strategies to Improve Success." *Corrections Today* 9, no. 6(2007): 34-36.
> The focus of this article is on the first three stages of implementation identified by Fixsen et al., and the article uses experiences from the Virginia Department of Corrections to provide examples of strategies that can be employed in these stages.

Botnick, Claire. "Evidence-Based Practice and Sentencing in State Courts: A Critique of the Missouri System." *Washington University Journal of Law & Policy* 49(2015): 159-180. *http://openscholarship.wustl.edu/law_journal_law_policy/vol49/iss1/12/*.
> Botnick argues that successful implementation of such practices in Missouri requires enhanced training for its users, ample resources put towards the implementation effort, increased transparency in data collection, and a limitation of the dynamic factors used in risk assessment tools.

Christensen, Gary E. *The Implementation of Evidence Based Criminal Justice Policy and Practice within Pima County, Arizona.* Clinton Corners, NY: Corrections Partners Inc., 2014. *https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Administration/CHHmemos For%20Web/June%202014/June%2023,%202014%20-%20Evidence-based%20Criminal%20Justice%20Policy%20and%20Practice%20within%20Pima%20County.pdf*.
> The County requested and received, through the Sheriff's department, technical assistance from the National Institute of Corrections Jails Division regarding the implementation of evidence-based criminal justice policy and practice within Pima County.

English, Kim, Diane Pasini-Hall, David Bonaiuto. "Evidence-Based Practices Implementation for Capacity (EPIC)." *Elements of Change* 16, no. 1(2012):1-11. *https://cdpsdocs.state.co.us/ccjj/Resources/Ref/EOC_Vol16_May2012.pdf*.
> This is a great article regarding the statewide implementation of evidence-based correctional practice. The Evidence-Based Practices Implementation for Capacity (EPIC) is a collaborative effort of five agencies in Colorado that "seeks to change the way correctional agencies conduct daily business by changing the ways that correctional staff interact with offenders."

Evidence-Based Practices Implementation for Capacity (EPIC) Resource Center. Denver, CO: EPIC Resource Center. *http://dcj.epic.state.co.us/*.
> EPIC stands for Evidence-Based Practices Implementation for Capacity. Links to Evidence-Based Practices, Data and Publications, and Resources.

Henderson, Craig E., Douglas W. Young, Jill Farrell, and Faye S. Taxman. "Association among State and Local Organizational Contexts: Use of Evidence-Based Practices in the Criminal Justice System." *Drug and Alcohol Dependence* 103 (Suppl 1), (2009): S23-S32. *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4934022/*.

> This study used hierarchical linear modeling (HLM) to examine the extent to which the organizational characteristics of state corrections agencies and local criminal justice facilities interacted in their associations with the extent to which local facilities are using evidence-based substance abuse treatment practices (EBPs)… Results indicated that several state organizational characteristics were either associated with more EBP use or interacted with local organizational characteristics in associations with EBP use, including: (1) systems integration at the state level was associated with greater EBP use; (2) state staffing adequacy and stability accentuated the association between local training and resources for new programs and EBP use (i.e., in states with better staffing, the relationship between training/resources and EBP use in local facilities was stronger); and (3) state executives' attitudes regarding the missions and goals of corrections tended to diminish the extent to which corresponding local administrator attitudes were associated with EBP use.

House Bill 463 Implementation Evidence-Based Practices and Programs. Frankfurt, KY: Kentucky Department of Corrections, 2012. *http://corrections.ky.gov/about/Documents/HB%20463%20EBP%20Report%202012-1-12.pdf*.

> The Kentucky Department of Corrections has worked diligently to implement evidence-based practices and provide additional services and supports to returning offenders.

How Policymakers Prioritize Evidence-Based Programs Through Law: Lessons from Washington, Tennessee, and Oregon. An Issue Brief from the Pew-MacArthur Results First Initiative, 2017. *http://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2017/04/how-policymakers-prioritize-evidence-based-programs-through-law*.

> This brief highlights laws in three states—Washington, Oregon, and Tennessee—mandating the use of evidence-based programs and practices, and documents each state's experience, the impact of these efforts, and lessons learned.

How States Engage in Evidence-Based Policymaking: A National Assessment. Philadelphia, PA: Pew-MacArthur Results First Initiative, 2017. *http://www.pewtrusts.org/en/research-and-analysis/reports/2017/01/how-states-engage-in-evidence-based-policymaking*.

> In a new report, the Pew-MacArthur Results First Initiative names Minnesota as one of five leading states in evidence-based policymaking. These top states—Washington followed by Utah and Minnesota with Connecticut and Oregon tied for fourth—have consistently pursued key actions to incorporate evidence (findings from program evaluations and outcome analyses) into policy and budget decisions. The report assessed all states based on the presence and sophistication of these actions in four human service policy areas—behavioral health, child welfare, criminal justice, and juvenile justice.

NIJ Strategic Research and Implementation Plan Sentinel Events Initiative 2017-2021. Washington, DC: National Institute of Justice (NIJ), 2017. *https://nij.gov/about/strategic-plans/Pages/sentinel-events-initiative-strategic-plan.aspx*.

> The mission of the initiative is to explore the widespread adoption of sentinel event reviews, an evidence-based model for learning from error in the criminal justice system; to scientifically examine the feasibility, impact, and sustainability of this model; and to leverage diverse efforts to collaboratively learn from error in criminal justice.

Rempel, Michael, et al. *Jail in New York City: Evidence-Based Opportunities for Reform*. New York, NY: Center for Court Innovation, 2017. *http://www.courtinnovation.org/Jail_Report*.

> To identify ways to safely reduce the use of jail, the New York City Mayor's Office of Criminal Justice commissioned research on the path from arrest through bail to sentencing. The research also examined how much taxpayers spend on incarceration.

Study of Evidence-Based Practices in Minnesota: 2011 Report to the Legislature. St. Paul, MN: Minnesota Department of Corrections, 2011.
http://www.co.carver.mn.us/home/showdocument?id=1628.

> The 2009 Minnesota Legislature directed the Information and Supervision Services Committee's Evidence-Based Practices (EBP) Policy Team of the Minnesota Department of Corrections.

Understanding, Promoting, and Sustaining the Use of Research and Evidence-Based Practices by State Administering Agencies. Washington, DC: Justice Research and Statistics Association (JRSA), 2015.
http://www.jrsa.org/projects/evidence-based.htm.

> These toolkits comprise "a series on promoting the use of evidence-based practices in State Administering Agencies (SAAs) [in understanding and implementing evidence-based practices (EBPs) in their states]. These toolkits include a briefing paper, an executive summary, and a slideshow.

Warren, Roger K. "Evidence-Based Practices and State Sentencing Policy: Ten Policy Initiatives to Reduce Recidivism." *Indiana Law Journal* 82, no. 5(2007): 1307-1318.
http://www.repository.law.indiana.edu/cgi/viewcontent.cgi?article=1528&context=ilj.

> In this paper, I first summarize how greater reliance on evidence-based practices would allow the state courts to improve the effectiveness of state sentencing outcomes, reduce recidivism, and, at the same time, reduce over-reliance on incarceration and promote the utilization of community-based alternatives for appropriate offenders. Second, I then outline ten policy initiatives which the state courts could pursue to fully incorporate evidence-based practices into state sentencing policy. Finally, in an appendix I suggest twenty agenda topics for meetings of criminal justice policy teams interested in incorporating evidence-based practices into local sentencing practices.