Implementing Evidence-Based Practices, Including Access to Data, Information Sharing Practices, Adopting Performance Metrics, and Integrating Evaluation

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Information Sharing and Evidence Based Practices

Overview:

• An Information Sharing Environment
• Improving Access to Data
• Implementing Evidence-Based Practices
• Integrating Assessment/Evaluation
The Importance of Information Sharing and Access to Data to Criminal Justice Reform

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Information Sharing – History and Context

• Work flow initiatives
  – Greater efficiency by eliminating redundant data entry & reuse
  – Improved information quality by reducing human error

• Post 9-11
  – “Connecting the dots”
  – Suspicious Activity Reporting
Information Sharing – History and Context

• More complete information improves decision making
  ▪ Tactical decisions in the field
  ▪ Operational decisions on deployment of resources
  ▪ Management decisions on crime control and public safety strategies
  ▪ More....
Information Sharing – History and Context

• Support for policy initiatives
  ▪ Data-driven and Evidence Based Strategies
    o New and more useful data sets
    o More accurate performance measures – Dash Boards
    o Better program evaluations – Offender Based Tracking
    o More reliable applied research
  ▪ Strategic Planning
    o Based on data analysis & empirical evidence
Justice Information Sharing: The Challenges

• Numerous and autonomous justice organizations
• Different organizational cultures.
• Heterogeneous technology environments
• Varied governance structures
• Significant investment in legacy environments
• Inconsistent or non-existent policies & procedures
• Disparate, incompatible security mechanisms
Silos of Justice Information

• Existing systems are built or acquired to automate existing business processes.
• Integration, if any, is usually custom built and one-off.
• The result: “silos” of data, making it **costly** to share information or expand sharing.
What is an Information Sharing Environment

• **An attitude** that values the need to share
• **A philosophy** that making information discoverable is the basis for all system design decisions
• **A behavior** promoted by governing bodies.
• **A recognition** that information is an asset that should be shared but also safeguarded
• **A commitment** present in all communities of interest to adopt practices, standards, tools, and initiatives that make information sharing easier and less costly to implement
Information Sharing Tools

- Global Information Sharing Tool Kit

Data
- National Information Exchange Model (NIEM)
  - NIEM Users’ Guide
  - NIEM Naming and Design Rules (NDR)
  - NIEM Conformance
  - Information Exchange Package (IEP)
  - Information Exchange Package Documentation (IEPD)

Technology
- Global Reference Architecture (GRA)
  - GRA Specifications
  - GRA Implementation Guidelines
  - Guidelines for Identifying and Designing Services
  - GRA Execution Context Guidelines
  - GRA Service Interaction Profiles

Security
- Global Federated Identity & Privilege Management (GFIPM)
  - GFIPM Metadata Specification
  - GFIPM Operational Policies and Procedures
  - GFIPM Governance Guidelines

Privacy
- Privacy Policy Technical Framework
- Privacy Policy Guidelines Templates
- Privacy and Civil Liberties Impact Assessment Templates

Governance
- Statement of Participation
- Service Level Agreement(s)
Implementing Evidence-Based Practices, Adopting Performance Metrics, and Integrating Evaluation

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Evidence Base Has Limitations

- EBPs have not been identified for every crime, offender population, or system problem/issue
- The quantity and quality of evidence that is available remains uneven across policy areas and criminal justice system functions
- EBPs that a particular agency can draw on to address a particular problem/issue will vary
Approaches for Being Evidence-Based

• Programs (MRT®), practices (risk assessment) and principles (Risk, Need, Responsivity)

• Brand-name programs certified as evidence-based (i.e., T4C, MRT®)
  – Must deliver with fidelity to program model

• Effective generic interventions/practices (i.e., drug courts, mentoring)
  – Incorporate key program elements when known

• Practice guidelines/principles derived from science
Implementation Matters

• Identifying and adopting EBPs is not enough to achieve successful outcomes
• EBPs still have to be delivered with fidelity/integrity in diverse and complex real-world settings

To Achieve Desired Outcomes, NEED:

- Effective Interventions
- Effective Implementation
- Enabling Contexts

• Poor implementation can not only degrade an EBP’s effectiveness, it can result in an EBP doing harm
Washington State Institute for Public Policy Evaluation of Functional Family Therapy in Washington State

Source: Adapted from Barnoski (2004)

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Implementation Gap

• Evidence regarding an implementation gap is widespread and extensive
• What is adopted is not used with fidelity
• What is used with fidelity is not sustained for a useful period of time
• What is used with fidelity is not used on a scale sufficient to significantly impact social problems
High Quality Implementation is Difficult to Achieve

• Ordinary circumstances present serious obstacles to high-quality implementation

• The following are insufficient to achieve high-quality implementation
  – Diffusion/dissemination of information
  – Passing laws, using mandates, providing dollars
  – Initial training

• Must consider the organizational machinery for implementation; draw on implementation science

• Technical assistance, capacity building helps
Leadership is a Driver of High-Quality Implementation

The values and belief systems of individual practitioners and organizational cultures must be concerns of the first order.

The importance of the relationship between committed and competent leaders and successful program implementation cannot be overstated.  

(Paparozzi & Guy, 2013)

• Technical problems
• Adaptive challenges
  – Organizational culture; philosophical differences; relationships; loss of power/authority; changes to existing ways of doing work; service contracts
  – Cannot be addressed by edict; requires engagement and modeling by leaders
Data and Analysis are Critical

• For needs assessment/problem analysis
  – Understanding system-wide and local practices
  – Critical for identifying and adopting evidence-based solutions

• For evaluation
  – 2 levels: Overall reform effort and constituent programs
  – Implementation fidelity and outcomes

• Fidelity assessment is critically important
  – Driver of effective implementation
  – Critical to achieve positive outcomes
  – Necessary for proper interpretation of outcomes
Integrating Evaluation

• Effective strategic planning is cyclical; plan should be dynamic

• Plan for evaluation, build it in at the start
  – Assess and build evaluation capacity
  • Data, expertise, financial and other resources

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<thead>
<tr>
<th>Formative</th>
<th>Summative</th>
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<tbody>
<tr>
<td>Feedback for program improvement</td>
<td>Final report card on effectiveness</td>
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<tr>
<td>Management tool</td>
<td>Typically for benefit of external audience</td>
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<tr>
<td>Flexible</td>
<td>Fixed plan</td>
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<tr>
<td>Ongoing monitoring</td>
<td>One-time event</td>
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Integrating Evaluation Fidelity Assessment

• Ongoing formative evaluation
• Structure (framework for service delivery) and process (way in which services are delivered)
• Common measurement/assessment themes
  – Context
  – Adherence/dosage
  – Competency
  – Engagement
Integrating Evaluation

Outcome Evaluation

• Identify and adopt outcome metrics for overall reform effort
  – Policy area specific
  – Typically best to focus on a few meaningful measures

• Must evaluate/know about outcomes of reform effort’s constituent programs
  – Consider short- and long-term outcomes
  – Requires investment of resources
  – Partnerships and information sharing is critical