The most successful reductions in recidivism can seen when individuals participate in programs designed with an agency-wide, evidence-based approach. The University of Cincinnati Corrections Institute (UCCI) has developed a four-phase process to support the design and implementation of an evidence-based model of programming.

| Design/ Development | → | Training | → | Implementation / Coaching | → | Quality Improvement |

As part of the process, UCCI will oversee the development/modification of the program model along with the implementation of the model. This will include training and coaching of staff, and the provision of a framework for quality assurance.

Our goal is to provide a high-fidelity program. UCCI curricula, interventions and strategies are free to use! Our mission is to research, develop, disseminate and implement evidence-based practices in corrections. As such, we've worked with the university to offer this program at no "per-use" fee. While copyrighted property of the University of Cincinnati, training materials received in our training events include permission to photocopy resources needed to monitor fidelity.

Phase I: Program Design/Model Development

UCCI staff will begin the model development phase by reviewing existing program material and distinguishing between effective and ineffective program components. Material reviewed will include items such as curricula or group manuals, the program schedule, the behavior modification system, the assessment protocol, aftercare programming as well as program documents such as treatment plans, staff and offender evaluation tools, and discharge summaries.

Through material review, UCCI can effectively identify deficient areas and adaptations available to existing program components. In making the adaptations, UCCI staff will work with program staff to redesign program elements so that staff members play an active role in restructuring their program. Together, we will adjust or replace components inconsistent with evidence-based programming, while effective strategies will maintain. Programs will incorporate a Structured Social Learning/Cognitive-Behavioral Therapy (CBT) model approach, and focus on targeting criminogenic risk factors through cognitive restructuring, emotion regulation, and structured skill building.

Phase II: Training

UCCI expert researchers and master trainers will conduct in person training events for program staff. At a minimum, training content will consist of the following:

1. Training on cognitive-behavioral interventions:
   The majority of staff will receive training on evidence-based practices and cognitive-behavioral programming. Once the program model is developed, staff training on the specific program elements (e.g., program schedule, assessments, behavior modification system, etc.) will take place.

2. Training on structured treatment curricula:
   Staff designated to deliver structured treatment curricula (e.g., UC's CBI – Core, UC's CBI - Substance Use, etc.) will have additional training from master trainers on the identified programs. The training hours will vary based on curricula choices/training needs.

Phase III: Implementation/Coaching

Program components will be implemented after formal training has taken place with staff. Newly designed program components will be rolled out in segments. Formal pilot periods will be identified and staff will be coached on implementation of the program components. Coaching will involve hands-on modeling of service delivery as well as observation with feedback. As model components are implemented, UCCI staff will meet with program staff for feedback on the piloting experience and to identify any adaptations that need to be made to the program. Videoconferencing technology will also be used (if available) for ongoing consultation on program implementation. Once implementation is underway, primary attention will be turned to the coaching of supervisors responsible for ongoing oversight of the program and retention of fidelity to the model.

Implementation/coaching hours will be concentrated during the periods when new programming is being rolled out. Once all of the core program elements have been implemented, less frequent site visits/video conferences will occur to provide ongoing support and consultation.

Phase IV: Quality Assurance

Staff from UCCI will be responsible for monitoring the progress of the transition and providing quarterly progress reports on model implementation. Likewise, UCCI will notify agency officials and facility administrators of any implementation concerns, particularly the program's inability or unwillingness to make changes that significantly impact the development of an evidence-based model.

Performance measures will be also be developed that gauge the progress of offenders, staff, and management in meeting target behaviors and goals. Performance measures will include development (where needed) and training on the use of group observation forms, client satisfaction surveys, staff evaluations, and pre-post testing. UCCI staff will train supervisors on how to maintain fidelity to the evidence-based programs developed for the program.

DELIVERABLES

Once development of the program model is complete, the agency will be provided a Program Description for the redesigned program. The program description will contain the following:

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1. A brief description of the program including the program's target population
2. A list of program assessments
3. A list of curricula used by the program
4. The program schedule
5. A description of the behavior modification system (reinforcers and consequences)
6. A description of the program phase system (where applicable)
7. Any material developed by UCCI and used for program quality assurance

In addition to the program description, the agency will be provided with copies of any program material developed by UCCI for the program.

IMPLEMENTATION TIMELINE

It is estimated that the pilot process for CBT implementation will take approximately 9-12 months. Variation in timeframes is based upon factors such as the degree of change needed at the site, the number of trainings needed, and the motivation of program leaders, staff and stakeholders.

Month 1	Meet with agency officials, facility administrators, and program staff Review current program material and operations
Month 2-3	Begin to work with staff and redesign program elements Identify quality assurance indicators Train staff on CBT and program changes
Month 4-9	Continue re-design of core program elements Begin program implementation Conduct on site modeling and coaching Provide additional staff training as needed Make program adjustments as needed
Month 9-12	Continue to conduct on-site and video-conference coaching Monitor the quality of the services being delivered Continue to offer coaching and problem solving as needed Work with program supervisor to continue quality assurance practices

CONTACT

For more information about our program design services, please contact UCCI at corrections.institute@uc.edu or visit our website at www.uc.edu/corrections.

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