

Doing Evidence-Based Practices: Why Is It So Hard To Get It Right?

Frank Domurad
The Carey Group, Inc.
frankdomurad@comcast.net

Lessons Learned

- Who you put in a program is important – pay attention to risk
- What you target is important – pay attention to criminogenic needs
- How you target offender for change is important – use behavioral approaches and match to offender type

2

The Big Four

Criminogenic Need	Response
Anti-social cognition	Reduce anti-social cognition, recognize risking thinking and feelings, adopt an alternative identity
Anti-social companions	Reduce association with criminals, enhance contact with pro-social
Anti-social personality (temperament)	Build problem solving, self management, anger management, and coping skills
Family and/or marital	Reduce conflict, build positive relationships and communication, enhance monitoring/supervision

Source: Ed Latessa, Ph.D. (with slight modification)

3

The Next Four

Criminogenic Need	Response
Substance abuse	Reduce usage, reduce the supports for abuse behavior, enhance alternatives to abuse
Education	Enhance performance rewards and satisfaction
Employment	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in pro-social activities

Source: Ed Latessa, Ph.D.

4

Checklist of OD Issues

- ▶ Leadership commitment
- ▶ Champions and threats
- ▶ Mission/vision
- ▶ Policy/procedures
- ▶ Implementation team
- ▶ Training
- ▶ Media/legislature/community
- ▶ Service providers
- ▶ EBP strategic plan
- ▶ Communication plan
- ▶ Align budget with EBP (eg mission screening tool)
- ▶ Stop doing, start doing, revise doing programs
- ▶ Outcome measures that are visible
- ▶ Celebrate successes

© 2006 The Carey Group

5

Checklist of OD issues (continued)

- ▶ Booster
- ▶ Job description
- ▶ Interview process
- ▶ Recruitment strategies
- ▶ Orientation
- ▶ Performance review
- ▶ Build on staff strengths
- ▶ Promotional alignment
- ▶ Reward systems
- ▶ Pay attention to line supervisor
- ▶ Observation/review/audit
- ▶ Professional development opportunities

© 2006 The Carey Group

6

The Sad Truth



- › Up to 85% of organizational change initiatives fail
- › Up to 70% of these failures are due to flawed execution
- › The failure rate of change initiatives dependent upon people (reengineering, TCM, cultural change) is 80–90%
- › Less than 10% of what is taught to staff in the classroom is transferred to the job

Robert W. Rogers, Richard S. Wellins and Daryl R. Connor, "Building Competitive Advantage by Maximizing Human Resource Initiatives," 2002

Where's the Beef?



"I believe that we have a limited window of opportunity to implement EBP and demonstrate its impact. As with so many other program innovations, management fads, and political trends, the fascination with EBP and the opportunity that it provides will not last forever....Policy makers, stakeholders, constituents, and even staff will say, 'where's the beef?' Without the 'beef' (i.e. tangible results), EBP will be tossed onto the trash heap of failed initiatives and programs."

William D. Burrell, "Implementation: The Achilles Heel of Evidence-Based Practices," *Community Corrections Report*, March/April 2008

So What's Wrong?

"If one were to look at the evidence to date, one would have to conclude that parole supervision is not a viable method for reducing crime or recidivism. My position is that we need to have a far more realistic view of what parole (and probation) supervision can achieve with the resources it now has."

James Austin, "What should we expect from Parole?," [APPA] *Perspectives*, Spring 2006

A Quarter-Inch Hole



The problem is that most agencies and officers are being asked to buy and use "products" that are not suited to do the job.

Most new product developers do not see a market from the customer's point of view.

They do not understand that, as Harvard marketing professor Theodore Levitt said, "people don't want to buy a quarter-inch drill. They want a quarter-inch hole!"



Buying a Cadillac Needing a Chevrolet



Most customers are looking for products that are "good enough" to get the job done

Most new product developers have become very good at creating products that don't help customers do the job they need to do

Primary Health Care: The Problem

- Countries with appropriate primary care score highly on health outcomes and cost
- The United States emphasizes the specialist rather than the primary care physician
- Specialization leads to fragmentation of care for the average patient which costs more and produces more medical errors
- Reimbursement schedules ("fee for service") pay doctors for the number of services provided, not for quality or outcome
- A specialist who performs a procedure in 30-minutes receives three times more than a primary care physician who discusses a patient's hyper-tension, diabetes or heart disease

Kevin Pho, "Shortage of primary care threatens health care system," [USA Today](#), March 13, 2008.

Primary Health Care: The Outcome

- › Medical students who graduate with \$140,000 in debt on average become specialists
- › Since 1997 newly graduated medical students who chose primary care declined by 50%
- › Emergency rooms, the most expensive form of health care, are being overwhelmed by patients who cannot get any or less expensive forms of primary care

Kevin Pho, "Shortage of primary care threatens health care system," USA Today, March 13, 2008.

Exercise: My Child Has a Fever

Parents wake up at night because their five-year old son is crying. When they go to the bedroom they find that he has a 101 degree temperature and the chills. They think it is probably the flu, but they are fearful it might be something more serious.

What health care job do they now want accomplished (what is their "quarter-inch hole")?

What product do they "hire" to do the job?

Primary Health Care: The Solution

MinuteClinics in Shopping Malls

- Provide fast, affordable walk-in diagnosis and treatment for common health problems
- Nurse practitioners armed with software-based protocols and apply strict rules for consistent service
- Patients with more serious complaints referred to doctors or emergency rooms
- Survey of 350,000 patients indicated 99% satisfaction level
- A "good-enough" service that's attractive to a large underserved population

Sustaining and Disruptive Innovations

The most common innovations in every field are sustaining innovations:

- > Provide better quality or additional functionality for an organization's most demanding customer
- > Always outpaces ability of customers to absorb it
- > Product runs danger of becoming irrelevant to average user because it will no longer "drill a quarter-inch hole"

Clayton M. Christensen, Heiner Baumann, Ruddy Ruggles, and Thomas M. Sadtler, "Disruptive Innovation for Social Change," *Harvard Business Review*, December 2006

Sustaining and Disruptive Innovations

The innovations needed to do EBP in community corrections should be disruptive innovations:

- Provide cheaper, simpler, more convenient products or services
- Specifically designed to drill a quarter-inch hole
- Appeal to new or less-demanding customer

Clayton M. Christensen, Heiner Baumann, Ruddy Ruggles, and Thomas M. Sadtler, "Disruptive Innovation for Social Change," *Harvard Business Review*, December 2006

Walk-in Clinics



Are they sustaining or disruptive innovations in health care? Why?

Where do parents with sick child go?

StarTribune.com MINNEAPOLIS - ST. PAUL, MINNESOTA

"Major players catch a case of quick-clinic fever"
Medical centers once scoffed at "mall medicine." But the trend has cut into their business, and even the Mayo Clinic is playing catch-up.

--November 13, 2007

MoneyMaker Foot-Operated Irrigation Pump

Developed by KickStart, a nonprofit agency developing and selling low-cost capital equipment to poor entrepreneurs in Africa

- Labor intensive and low capacity
- Performs less well than gasoline or electric motorized pumps
- Costs between \$38 and \$90, a fraction of the price of a motorized pump
- Can increase an average farmer's annual income tenfold, from \$100 to \$1,000
- Drills a "quarter-inch hole" for those poor farmers who do not have access to reliable electricity or cannot afford the cost of gasoline

Clayton M. Christensen, Heiner Baumann, Ruddy Ruggles, and Thomas M. Sadtler, "Disruptive Innovation for Social Change," [Harvard Business Review](#), December 2006

Disruptive EBP Innovations in Community Corrections

- › The use of simple, uni-purpose, risk instruments to classify offenders
- › KISS (Keep It Simple, Stupid or Getting the Dumb Stuff Out of the Way)
- › Eliminating the "jerk" manager
- › Unpacking assumptions before making decisions

Classification by Risk

- Many agencies using expensive, complex third, fourth and even fifth-generation risk instruments on entire population
- These instruments are designed to assess both risk of reoffense AND criminogenic needs
- Research says that we should not do a lot of supervision of low-risk offenders and thus do not need to know criminogenic needs of this population
- Using such instruments for initial classification of populations wastes time and valuable officer resources

Disruptive Innovation: Hawaii Proxy Tool

Elements:

- ✓ Current Age
- ✓ Age at First Arrest (including juvenile)
- ✓ Prior number of arrests (including juvenile)

Validated

To Do: Norm and Calibrate

Using a Proxy Score to Pre-screen Offenders for Risk to Reoffend
July 11, 2005
Eran Begus, William Woodward, Lore Joplin

Disruptive Advantages of Hawaii Proxy Tool

- › Cheap (in the public domain) and easy to use
- › Can be done by a non-professional staff member
- › Saves time of professional probation officer that can be re-directed to supervision of high-risk, high-need offenders
- › Reduce skepticism of staff towards risk-need instruments



Time and High Risk Offender

Why do we need the time to focus on high-risk, high need offender?

- ✓ Typical "high risk" youth with six or more police contacts over lifetime collectively commit 50% of all crimes and impose \$4.2 to \$7.2 million in costs
- ✓ Programs targeting first-time juvenile offenders to prevent them from a life of crime save \$3.2 to \$5.8 million in costs
- ✓ The worst offenders, who have 15 or more police contacts, impose costs between \$3.6 and \$5.8 million through age 26

Mark A. Cohen and Alex R. Piquero, "New Evidence on the Monetary Value of Saving a High Risk Youth," December 2007

KEEP IT SIMPLE, STUPID (KISS)



- Human factor in change process demands that we create the opportunity for normal human beings to implement and practice risk-reduction
- Simplicity leads to avoidance of error and prevents harm
- Check lists

Correcting the Error of Our Ways: Get the Dumb Stuff Out of the Way

- › Human factor in change process demands that we create the opportunity for normal human beings to implement and practice risk-reduction
- › Simplicity leads to avoidance of error and prevents harm
- › Check lists "get the dumb stuff out of the way, the routines your brain shouldn't have to occupy itself with...and lets it rise above to focus on the hard stuff."
- › They force us to retool our skills-based and rules-based cognitions so we can focus our effort on knowledge-based cognitions

Gawande, Atul, *The Checklist Manifesto: How To Get Things Right*. New York: Henry Holt and Company, 2009



Correcting the Error of Our Ways: Get the Dumb Stuff Out of the Way

Good checklists are

- ✓Precise
- ✓Short
- ✓Easy to use even in difficult situations
- ✓Do not try to spell out everything
- ✓Provide reminders of only the most critical and important steps
- ✓Practical

Gawande, Atul, *The Checklist Manifesto: How To Get Things Right*. New York: Henry Holt and Company, 2009



Correcting the Error of Our Ways: Get the Dumb Stuff Out of the Way

Surgery checklists could save lives, study reveals

Tom Blackwell, National Post Published: Wednesday, January 14, 2009



The  Cany Group

Correcting the Error of Our Ways: Get the Dumb Stuff Out of the Way

- ▶ World Health Organization Surgical Safety Checklist
 - Has the patient confirmed his/her identity, site, procedure, and consent?
 - Is the site marked?
 - Is the anesthesia machine and medication check complete?
 - Is the pulse oximeter on the patient and functioning?
 - Does the patient have a
 - Known allergy?
 - Difficult airway or aspiration risk?
 - Risk of >500ml blood loss (7ml/kg in children)?

<<http://www.who.int/patientsafety/safesurgery/en>>

Correcting the Error of Our Ways: Get the Dumb Stuff Out of the Way

- Bad checklists are
- ✓Vague and imprecise
 - ✓Too long
 - ✓Hard to use
 - ✓Impractical
 - ✓Made by desk jockeys with no awareness of situation in which they are to be deployed

Gawande, Atul, The Checklist Manifesto. How To Get Things Right. New York: Henry Holt and Company, 2009

The  Cany Group

Checklists for Crime Scene Photographers

Checklist for digital SLR camera

- Are batteries in the camera?
- Is the media loaded?
- Is the camera turned on?
- Is the ISO set (camera settings)?
- Is the shooting mode selected?
- Is the white balance set?
- Is the shutter speed set?

**PLUS
OVER 100 MORE ITEMS**



The "Jerk" Manager



- The problem is widespread in private, public and non-profit organizations
- One study of 700 representative Michigan residents in the year 2000 found that 27% had experienced mistreatment in the workplace
- A 2003 study of 461 nurses found that, in the month before, 91% had experienced verbal abuse, primarily by physicians, that left them feeling attacked, devalued or humiliated
- The tolerance of such "jerks" leads to lower productivity, less commitment to the organization, higher sick leave, less cooperation, and less innovation

Robert Sutton, "Building the Civilized Workplace," *The McKinsey Quarterly*, May 2007

Video I Know a Jerk Manager When I See One



Disruptive Innovation: No Jerk Rule

Firms that consistently make Fortune's 100 Best Places to Work List:

- **Plante and Moran**
 - Employee manual: "The goal is a 'jerk-free' workplace at this accounting firm. The staff is encouraged to live by the Golden Rule."
- **Barclay's Capital**
 - COO Rich Ricci: "We have a no-jerk rule around here. Hotshots who alienate colleagues are told to change or leave."
- **Southwest Airlines**
 - Herb Kelleher, former CEO: "One of our pilot applicants was very nasty to one of receptionist, and we immediately rejected him. You can't treat people that way and be the kind of leader we want."

Robert Sutton, "Building the Civilized Workplace," The McKinsey Quarterly, May 2007

Disruptive Advantages of No Jerk Rule

- People are happy to come to work
- People are more committed to the organization
- People trust their colleagues and superiors more
- Trusting people are more willing to collaborate and share
- Trusting, committed people are more open and less resistant to hearing and implementing change initiatives such as EBP

Disruptive Innovation: Unpacking Assumptions



Exercise: The Police Line-Up The Assumptions



The Police Line-Up The Evidence



For over 20 years, psychologist Gary Wells has repeatedly demonstrated that

- 1) Eyewitnesses make numerous errors in traditional line-ups
- 2) Identify a look-alike even when real suspect not there
- 3) Three-quarters of persons exonerated by DNA falsely identified in line-up
- 4) Eyewitnesses make far fewer errors when presented one suspect at a time
- 5) Only 4 of 19,000 jurisdictions have adopted this EBP

Jeffrey Pfeffer and Robert I. Sutton, *Hard Facts, Dangerous Half-Truths and Total Nonsense: Profiting from Evidence-Based Management*, 2006.

The Police Line-up The Error Rate

On the basis of cognitive theory confirmed in his experiments, Wells provided two explanations for the high error rate in traditionally conducted line-ups:

- Relative judgment trumps absolute judgment when all suspects are seen at once
- Trying to be helpful in group line-ups

Source: Cornelia Grumman, "When Believing Isn't Seeing," Editorial, *Chicago Tribune*, September 30, 2002. <http://www.pulitzer.org/archives/6675>

Wrongful Convictions



In a study of 200 cases of wrongful convictions, Virginia Law School Professor Brandon L. Garrett found

- Innocent people spent an average of 12 years in prison
- The evidence used to convict them was flawed or false
- Leading cause of wrongful conviction (79% of the time) was erroneous identification by eyewitnesses

Garrett, Brandon L. Innocence, Harmless Error, and Federal Wrongful Conviction Law. Wisconsin Law Review, Vol. 35, 2005. Available at SSRN: <http://ssrn.com/abstract=794792>

Unpacking Assumptions?

chicagotribune.com

Chicago can keep data on police lineup study under wraps

Suit sought access to information in report on witness ID methods

By David Heinzmann
Chicago Tribune reporter
10:02 PM CDT, June 30, 2008

A Cook County judge ruled Monday that the Chicago Police Department does not have to turn over the underlying data from a controversial study on eyewitness identification methods that critics and academics have called junk social science.

Disruptive Advantages of Unpacking Assumptions

- ▶ Decisions will be based on fact, not fiction
- ▶ Decisions are more likely to be effective in producing desired outcome
- ▶ Decisions will be more efficient, as fewer resources, especially precious staff resources, will be wasted on nonsensical efforts
- ▶ Decisions that fail will be viewed as opportunities to learn, rather than opportunities for punishment
- ▶ Decisions will be collaborative because, in the words of Netscape's former CEO James Barksdale, "if the decision is going to be made by the facts, then everyone's facts, as long as they are relevant, are equal. If the decision is going to be made on the basis of people's opinions, then mine counts for a lot more."

The Good News



The good news is that the “good enough” results of EBP disruptive innovations may be “good enough”:

“One of the surprising finding from Lipsey’s comprehensive meta-analyses is his discovery that most everyday juvenile justice programs (‘practical programs,’ Lipsey calls them) reduce recidivism, although a large proportion of them do not produce significant reductions. This led Lipsey to conclude that many everyday programs could be improved so that they emulate many of the features of the most effective programs, and this would serve communities’ continuum-building purposes.”

James C. Howell, *Preventing & Reducing Juvenile Delinquency: A Comprehensive Framework*, 2003.

Relationship	Correlation
High blood pressure meds & reduced stroke risk	.03
Heart bypass & 5 year survival	.08
Smoking & lung cancer within 25 years	.08
OTC meds & reduced cold symptoms	.11
Lead exposure & reduced IQ	.12
Ibuprofen & reduced pain	.14
Mammogram & cancer detection	.27
Cog-behavioral treatment & reduced recidivism	.29
Actuarial risk tools as predictors of recidivism	.30
Evidence-based treatment & reduced recidivism	.30
Antisocial attitudes/companions & recidivism	.18-.39
Targeting criminogenic needs & reduced recidivism	.55

Andrews, et al, 1990; Andrews & Borota, 1994; Gendreau, et al, 1996; Meyer, et al, 2001; Simourd & Andrews, 1994

The Good News



The good news is that the “good enough” results of EBP disruptive innovations may be “good enough”:

“We need a better understanding of how to package findings about effective treatment in ways that facilitate their dissemination and application in correctional settings. We especially need a better understanding of the constraints inherent in the organizational context of correctional programs and how to tailor evidence-based treatment to those contexts in ways that make them easy to adopt and, most especially, to implement and sustain.”

Mark W. Lipsey and Francis T. Cullen, “The Effectiveness of Correctional Rehabilitation,” *Annual Review of Law and Social Science*, 2007.

A Primary Supervision Crisis in Community Corrections?

- We have not figured out how to apply EBP to Primary Supervision of offenders
- We are not matching the product to the job required
- By focusing on sustaining rather than disruptive innovations, we reward officers for becoming EBP "Specialists" rather than EBP "Primary Supervisors"
- We thereby outpace what officers can absorb and do not provide what they need to do the EBP job, which makes them anxious, resistant, cynical and skeptical
- We must use the process of disruptive innovation to provide Primary Supervisor with simple EBP tools to do a "good enough" job
- "Good enough" job must be defined and driven by, as well as aligned with cultural and organizational context and readiness of agency

Always Remember



If you really want to implement and sustain EBP, then two things must occur:

- Find or create those EBP products and services that will best drill the quarter-inch hole that you need when you need it.
- Don't be pushed into buying an EBP Cadillac when an EBP Chevrolet may do just fine in getting you where you need to go
