Cross-Site Report: Modifications and Adaptations from Planned to Actual JDC/RF Integration and Implementation – September 2015
Five Site Report

This report presents findings from an evaluation of Juvenile Drug Court (JDC): Strategies in Practice and Reclaiming Futures (JDC/RF) programs implemented in five JDCs in the United States (i.e., the evaluation sites). This report focuses on the modifications and adaptations that occurred at the evaluation sites during the implementation of the JDC/RF integrated model. Data were identified and analyzed by reviewing and comparing site's program documents (e.g., federal grant proposals; program handbooks; written policies) to corresponding process data collected during site visits and then clarified and confirmed with site representatives. Data were coded and analyzed based on common categories of change. Site-specific modifications and adaptations reports were drafted and feedback from site representatives was solicited and incorporated. Site representatives confirmed that the final version of their site-specific reports reflected their site's modifications and adaptations, from the planning phase through the actual implementation of JDC/RF.

Modifications/Adaptations Across Sites

Cross-site analysis of the JDC/RF evaluation sites' modifications and adaptations were based on data presented in site-specific modifications and adaptations reports. Master codes from the site-specific analysis were further refined into four primary categories: (1) Partnerships; (2) Process; (3) Staffing; and (4) Services, with 14 associated sub-categories. Fifty-two changes were included in the final cross-site analysis of modifications and adaptations.

Type of Modification/ Adaptation	N	Percent	Number of Sites that had this Type of Change
Partnerships	16	31%	5
Process	15	29%	5
Staffing	13	25%	4
Services	8	15%	4

- Partnership changes were the most frequent, comprising 31% of the 52 changes.
- Process changes were nearly as high, at 29%.
- Staffing changes comprised 25%.
- Services changes occurred least frequently, at 15%.
- All sites experienced changes in Partnerships and Process, and four of the five sites experienced changes in Staffing and Services.
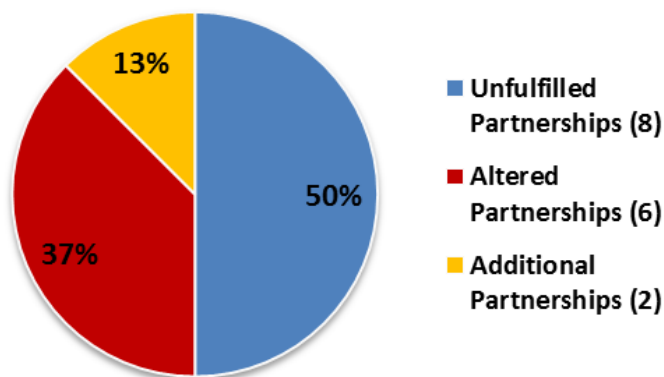
Partnership Modifications/Adaptations

Sixteen partnership changes were grouped into three sub-categories: (1) Unfulfilled Partnerships, (2) Altered Partnerships, and (3) Additional Partnerships.

Unfilled Partnerships, which accounted for half (8) of the partnership changes, referred to agencies, organizations, or collaborators that were proposed as partners of the JDC/RF program but were not realized. Partnerships were unfulfilled due to a range of factors, such as proximity to the JDC/RF program, unresponsiveness, and the partner agency no longer being in existence.

Altered Partnerships, which accounted for 37% (16) of the overall category, referred to agencies, organizations, or collaborators that were proposed and implemented as partners of the JDC/RF program but ended over time. Partnerships ended due to a range of factors, such as difficulty working across agencies, services no longer being needed, and the partner being replaced with an

Partnership Modifications/Adaptations Across Sites

- Unfulfilled Partnerships (8) — 50%
- Altered Partnerships (6) — 37%
- Additional Partnerships (2) — 13%

alternate partner. Finally, Additional Partnerships, which accounted for 13% (2) of the partnership changes, referred to JDC/RF sites considerably expanding collaborations beyond their initial proposals, such as increasing providers within a service network and launching an advisory board.

Process Area Modifications/Adaptations

Fifteen changes in process were grouped into six sub-categories: (1) Eligibility & Enrollment Numbers, (2) Program Requirements, (3) Data Collection, (4) Incentives, (5) Program Tracks, and (6) Court Proceedings.
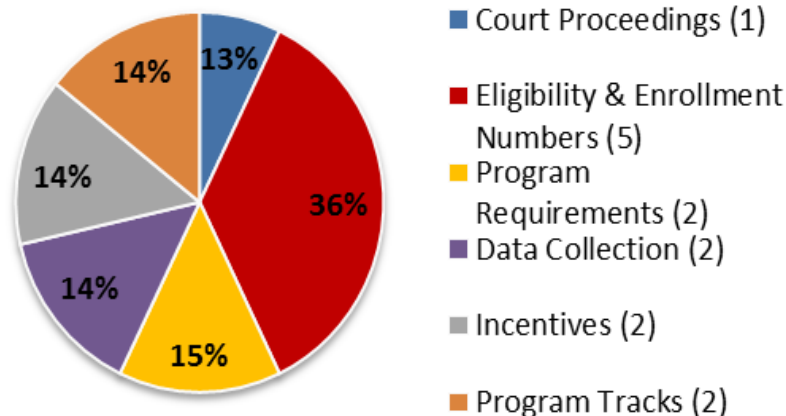
Eligibility and Enrollment Numbers, which accounted for the majority of changes in JDC/RF processes (36%; 5 changes), referred to sites changing their eligibility criteria or serving fewer youth than originally planned. Four of the five evaluation sites decreased the targeted number of youth served due to a range of factors, such as fewer-than-anticipated youth arrests or strict eligibility criteria.

Program Requirements, Data Collection, Incentives, and Program Tracks each accounted for 14% (2) of the process changes. In one instance of Program Requirements changes, a site altered the frequency of urinalysis across all program levels; while, in the other instance, a site changed the minimum duration of continuing care. The two incidents of Data Collection changes were a modification of the primary data collection tool used to record and monitor youth activity, and a change in the process for conducting youth follow-up interviews. There were also two incidents of changes to Incentives. One site changed their plan to reimburse for transportation to mental health services, and another site began providing incentives for participation in follow-up interviews, which had not been originally planned.

Finally, there were two changes in Court Proceedings, one of which was a plan to employ multiple court dockets and the other was a plan to conduct court with all youth present. There was turnover in judges during implementation, and each judge used his or her own process. As a result, under some judges, single dockets were employed and individual hearings were used; while, under other judges, multiple dockets were employed and group hearings were conducted.

Process Area Modification Trends Across Sites

Legend:
- Court Proceedings (1) — 13%
- Eligibility & Enrollment Numbers (5) — 36%
- Program Requirements (2) — 15%
- Data Collection (2) — 14%
- Incentives (2) — 14%
- Program Tracks (2) — 14%

Staffing Modifications/Adaptations

Thirteen staffing changes were grouped in two sub-categories (1) Turnover/Attrition, and (2) Staff Responsibilities & Staffing Structure.

Turnover/Attrition, which accounted for the majority of JDC/RF staffing changes (62%; 8 changes), referred to changes in any position associated with the JDC/RF (e.g., judges; case managers; fellows; project directors). Staff Responsibilities and Staffing Structure, which accounted for 38% (8) of JDC/RF staffing changes, referred to changes in staff roles and allocations of duties, such as the creation of a new of position, changes in the number of direct staff, or changes in the number of staff administering the GAIN assessments. Another evaluation site shifted provision of treatment services from external providers to internal program staff, and yet another site trained probation officers to help conduct follow-up interviews with JDC/RF youth.
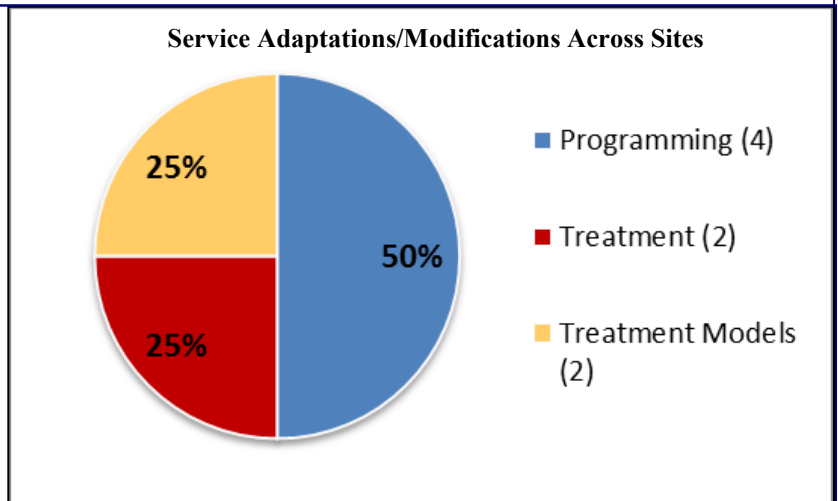
Staffing Adaptations/Modifications Across Sites

Legend:
- Staff Responsibilities & Staffing Structure (5) — 38%
- Turnover/ Attrition (8) — 62%
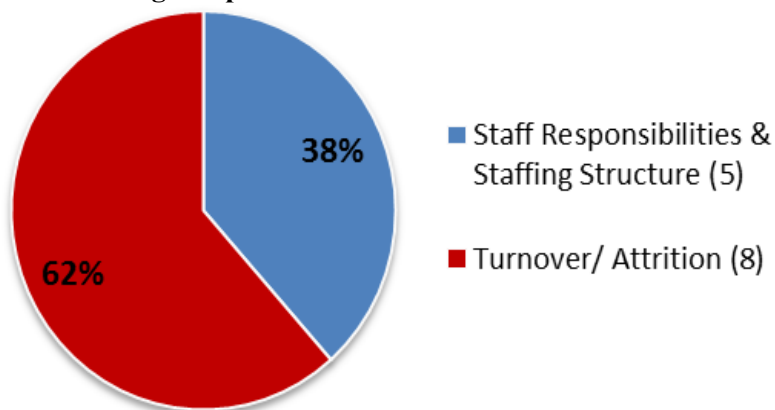
Questions about this report?
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Services Modifications/Adaptations
Eight services changes were grouped in three sub-categories: (1) Programming, (2) Treatment, and (3) Treatment Models.

Programming, which accounted for half (4) of the changes in JDC/RF services, referred to planned services that were not implemented or were replaced with other services. For example, two evaluation sites planned to implement gender-specific programming; one determined it was less of a priority than originally anticipated due to a lack of client interest, and the other site did not implement the planned curriculum, reporting that gender issues were addressed through The Seven Challenges Program and Moral Reconation Therapy, which were implemented in gender-segregated groups. That evaluation site also provided a gender-segregated sexual health education component. Treatment and treatment models each accounted for 25% (2) of the service changes.

Service Adaptations/Modifications Across Sites

- ■ Programming (4) — 50%
- ■ Treatment (2) — 25%
- ■ Treatment Models (2) — 25%

Treatment referred to adding a treatment component, such as Community Reinforcement Approach and Family Training (CRAFT), to increase parent/family engagement. Treatment models referred to using a different EBP than initially planned. Two sites planned to use Motivational Enhancement Therapy/Cognitive-Behavioral Therapy-Five Sessions (MET/CBT-5) as their primary treatment model but changed to using The Seven Challenges Program during implementation.

Modifications/Adaptations by Site
The number of changes that occurred from project conception through the implementation of JDC/RF varied by site, ranging from 5 to 18.

However, while the process used to collect the modifications/adaptations data was consistent across sites, the amount of information shared and the characterization of site-specific changes may have varied.

Number of Adaptations/Modifications by Site

Site	Number
Site 1	5
Site 2	10
Site 3	11
Site 4	18
Site 5	8
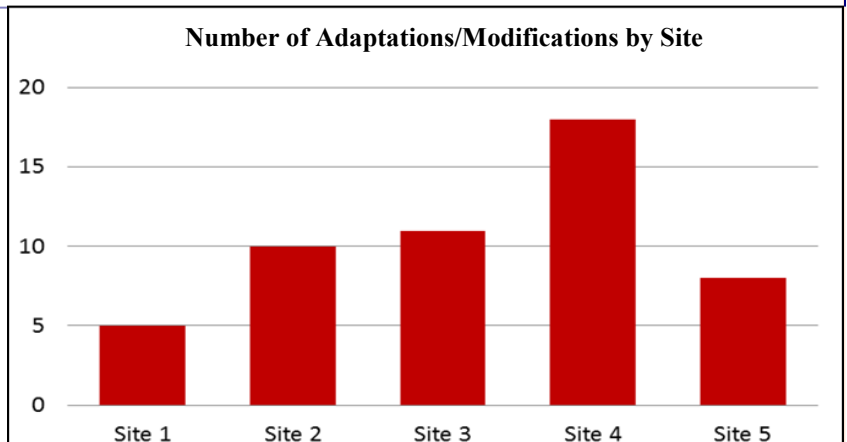
Conclusion
- All JDC/RF evaluation sites modified or adapted their original JDC/RF implementation plans to adjust to the circumstances that arose during implementation.
- Sites adapted and modified JDC/RF operations and processes to best meet the realities of their programs, which changed over time.
- Sites broadened collaborations, indicating responsiveness to the ever-changing landscape of resources available to youth and families.
- Examining staff roles and responsibilities and planning for staff turnover (particularly when it can be anticipated) can reduce the likelihood of needing to make programmatic changes in response to changes in staffing.
- Involving and engaging JDC/RF partners and maintaining effective processes for JDC/RF program implementation requires flexibility and consistent effort over time.