Criminal Justice Drug Abuse Treatment Studies
Enhancing Substance Abuse Services by Improving Interagency Linkages
Objectives

- Overview of CJDATS
- Review Change Teams in Criminal Justice
- Overview the Organizational Process Improvement Intervention of the CJDATS Assessment Study
- Practice selected team building and process improvement techniques from the Organizational Process Improvement Intervention Manual
- Discuss application to specialty courts
CJDATS II
An Overview
October 2008-2013
What is CJDATS2?

- Cooperative agreement funded by NIDA to conduct research on implementation of evidence supported drug treatment in criminal justice settings.
- Focus on improving implementation of best practices in three areas:
  - Improving Assessment, case planning, information sharing, & Tx service access & participation
  - Improving HIV services continuum
  - Implementing Medication-assisted treatment (e.g., methadone, buprenorphine)
- Goal is to develop and test models of planned organizational change strategies that lead to successful implementation.
## Who is involved in CJDATS2?

<table>
<thead>
<tr>
<th>Research Centers</th>
<th>Criminal Justice Partners</th>
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<tbody>
<tr>
<td>Arizona State University</td>
<td>Maricopa, Yavapai, &amp; Pima Co. Adult Probation Dept., Pinal Co. Juvenile Court Services, Yuma, Pinal, Maricopa Jail Health Services</td>
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<tr>
<td>Brown University &amp; University of Rhode Island</td>
<td>Rhode Island Department of Corrections</td>
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<td>National Development and Research Institutes</td>
<td>Colorado Department of Corrections</td>
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<td>Temple University</td>
<td>Pennsylvania Department of Corrections</td>
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<td>Texas Christian University</td>
<td>Illinois &amp; Virginia Depts of Corrections</td>
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<tr>
<td>University of California, Los Angeles</td>
<td>Washington State Dept of Corrections</td>
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<tr>
<td>University of Connecticut &amp; CT Dept of Mental Health</td>
<td>Connecticut Department of Corrections</td>
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<tr>
<td>University of Delaware</td>
<td>New Jersey Department of Corrections</td>
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<tr>
<td>University of Kentucky</td>
<td>Kentucky Department of Corrections</td>
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Assessment Study Goals

(1) Test the use of Organizational Process Improvement Intervention (OPII) to enhance quality of “assessment processes” for substance-abusing offenders.

(2) Make improvements in assessment and downstream processes in corrections and linked drug treatment services.
Assessment Process in Treating Substance Use Disorders Among Offenders

1 - Assessment is made to identify treatment needs

2 - Case plan for treatment services is developed from assessment

3 - Client referred to community treatment program

4 - Case plan is transmitted to referred community treatment program

5 - Client receives services for need identified in case plan

6 - Client problems and progress are recorded and transmitted as needed
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<th>Domains</th>
<th>Description</th>
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<tr>
<td><strong>Measurement &amp; Instrumentation</strong></td>
<td>Concerned with the breadth and quality of the screening and assessment processes that correctional agencies use to identify the strengths, weaknesses, and service needs of substance-abusing offenders.</td>
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<td><strong>Integration with Case Plan</strong></td>
<td>Concerned with the extent to which the case plan developed by the correctional agency explicitly addresses the needs identified in the assessments.</td>
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<tr>
<td><strong>Conveyance &amp; Utility</strong></td>
<td>Concerned with the extent to which the correctional agency shares or conveys the assessment and the case plan with community-based treatment programs and the extent to which these programs find the case plan useful.</td>
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<tr>
<td><strong>Service Activation &amp; Provision</strong></td>
<td>Concerned with the extent to which community-based treatment programs provide the type and nature of services to offenders that were identified or recommended in their case plans.</td>
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Primary Hypothesis

Improvements in:

- congruence between transitional offender assessments and case plans
- presence of accepted principles of case plan development in case plans
- conveyance of case plans correctional agencies to community-based treatment programs
- the utility of case plans for community treatment programs
- staff perceptions of the assessment-case planning process

will occur only after the introduction of a specific and structured process improvement initiative.
Implementation Teams in CJ

- The use of change teams has a long and rich history in criminal justice agencies, beginning in the 1960s.
- Considerable evidence exists to support the use of such teams as a means of implementing new behaviors among criminal justice clients, agents, and agencies.
Early change teams

Violent Police-citizen encounters

- Toch, Grant, & Galvin 1975
- Officers with high rates of violent encounters become officer review team, reduce violent incidents for 10 years.
Early Change Teams

Enfield Prison

• Duffee, Dvorin & Steinert (1980)
• Use 7 COs to improve prison processes
Problem Solving in Policing

Herman Goldstein (1987):

- Utilized Dewey *How We Think*.
- Proposed SARA process for rational policing.
- Goldstein model took off slowly, but by 2000 was standard practice in many problem solving and community policing efforts.
- Has now been applied in courts and corrections.
Expansion:

- Problem solving teams, both from one agency and across agencies has become a core component in many local criminal justice systems.
Internal Requirements for Effective Teams

- Recognition that product is team effort, requiring team reward
- Team members willing & able to argue productively
- Leader guides and encourages, does not impose decisions
- Decisions are consensual
- Team learns, generalizes from one problem to another
- Interagency teams need to learn common language, respect agency differences.
External Requirements for Effective Teams

- Members selected in part to promote links to their peers in the agency(cies).
- Team Leader manages resource acquisition, protects team decision discretion
- Larger organization(s) supports teamwork
- Changes teams will not work well in alienated, divided workforce
- Interagency teams require considerable time and patience to cross boundaries
Advantages of manualized interventions

- Manualized interventions increasingly used in variety of treatments and therapies
- Maintains therapists adherence to the model known to be efficacious
- OPII is a manualized intervention
- Fidelity to manual assures the use of the evidence supported intervention but provides choice
Roles and Responsibilities in the Change Process

- Local Change Team: members from probation and providers

- Local Change Team Leader(s):

- External Facilitator

- Research Team
# OPII (Organizational Process Improvement Intervention)

<table>
<thead>
<tr>
<th>Phase</th>
<th>Primary Outcome(s)</th>
<th>Duration (in weeks)</th>
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<tbody>
<tr>
<td><strong>1. Pre-Phase</strong></td>
<td>Local Change Team (LCT) formed; project &amp; team roles introduced.</td>
<td>4-6</td>
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<td>2. Needs Assessment</td>
<td>LCT completes a Process Improvement Needs Assessment that identifies the relative strengths &amp; weaknesses in the agency’s current assessment and case planning processes.</td>
<td>16-24</td>
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<tr>
<td>3. Process Improvement</td>
<td>LCT develops and adopts a Process Improvement Plan that identifies goals and objectives for improvements in one or more of the four core dimensions of the assessment continuum.</td>
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<tr>
<td>Planning</td>
<td></td>
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<td>4. Implementation</td>
<td>LCT works in a collaborative manner to implement the objectives and attain the goals identified in their Process Improvement Plan.</td>
<td>24-32</td>
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<tr>
<td>5. Follow-Up</td>
<td>LCT assesses the relative sustainability of both the process improvement targets achieved and the LCT method for facilitating process improvements.</td>
<td>12</td>
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The Yavapai County OPII
Forming-Individual Dynamics

- Volunteer vs. Directed to Participate
- Misconceptions of the Other Agencies
- Time Consuming-Workload
- Desire to See a Change
- Wiliness to be Open-minded
- Food-The Quiet Incentive
Forming-Group Dynamics

- The Mingus Mountain Divide
  Verde Valley and the Tri-City Area

- Politically Correct
  VVGC vs. WYGC; 3-Probation Offices; Probation vs. Clinics

- Scheduling
  Research Team, Team Leader, Clinic Reps, Probation Staff
Storming

- SWOT
- Decision Making
- Missed Meetings
- Returning to the Office
- Department wide survey
- Affirmations
- Never underestimate the power of a full stomach.
Norming

- Understanding of Each Organization
- Appreciate and Support Each Other
- Arguments or Disagreements are Limited
- Focus on the Task
- Commitment to Make Changes Happen
LCT Selected Objectives

- Conveyance and Utility
  - Liaison Position
  - Establish a multidisciplinary team staffing
  - Monthly Team Meeting.
  - Consistent forms and information to be shared after intake and during treatment.
  - Policy that clarifies communication expectations to include content and frequency.
  - Offer training for probation and providers.
LCT Selected Objectives

- Service Provision
  - Reduce the time between sentencing and participation in treatment.
EXPLORING EXTERNALLY FACILITATED LCTS
Defining Facilitation

“Facilitation is a technique by which one person makes things easier for others. It is recognized as but one of several change management strategies … Facilitation refers to a process of enabling individuals and groups to understand the processes they have to go through to change aspects of their behavior or attitudes to themselves, their work, or other individuals. “

Facilitation continuum

- Facilitator conducts tasks for client
- Facilitator helps client conduct tasks
Role of Facilitator

- Helper
- Learner
- Teacher
- Conduit
- Listener
- Moderator
- Conflict Mediator
- Liaison Between Team Leader and Team Members
Combining Internal & External Change Agentry

- External Facilitator
- Local change Team & Team Leader(s)
Complementary Contributions

Facilitator Brings
- Ability to question taken-for-granted processes and norms of the agencies
- Often higher credibility for some insiders than other insiders
- Might have better access to executive
- Skills in group processes
- Access to research

LCT and LCTL Bring
- Commitment to agencies and clients
- Knowledge of how things work
- Experts in local problems
- Know colleagues, can act as representatives and leaders
- Can use change skills on new problems
Evidence Supported Process Improvement Techniques

- Team Building (seasons; conflict reduction)
- Decision making (Brainstorm; NGT)
- System Mapping: Walkthrough, Flowcharting
- Strategic Planning (SWOT)
- Process Improvement Planning (Goals-Objectives-Tasks-Measures)
Practice

- Break into small groups or individual tasks?
- Simulate 1-2 LCT activities to:
  - provide feel for LCT work
  - get sense of dynamics
- Assess usefulness in home situation; in application to specialty courts
Feedback from Groups

- How was the experience?
- What are some ways you can use this technique at your agency?
Closure

- Information on how to contact CABHP for more information and/or assistance in developing a local change team.