

Why Are Collaborations Important for Advancing EBPs?

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Advancing Correctional Excellence!

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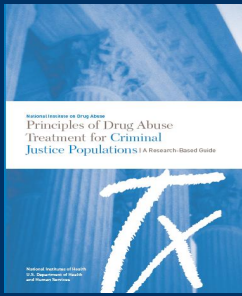
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The Quest of EBPs

- Evidence-based practices are specified systems, programs, and services that are based on research on facets that reduce criminal behavior OR reduce drug use
- EBPs are a tool kit that can be used to advance actual practice, if the goal is to reduce RISK (recidivism)
- To be effective, they need to be:
 - Embraced by the criminal justice-treatment community
 - Integrated into everyday practice
 - Require cross-agency efforts



The Challenge: Adopting EBPs

The Greater Challenge: Implementation

Setting	Mean EBPs Adopted
Adult Prison	5.6
Adult Jail	3.9
Adult CC	5
Juvenile Res.	5.7
Juvenile CC	4.8
Drug Court	5.6

- Standardized risk assessment
- Standardized substance abuse assessment
- Addressing co-occurring disorders
- Treatment duration of 90 days or longer
- Comprehensive Services
- Use of therapeutic community/CBT
- Continuing care or aftercare
- Use of graduated sanctions and incentives
- Systems integration
- Use of drug testing in treatment
- Use of techniques to engage and retain clients in treatment
- Assessment of treatment outcomes
- Family involvement in treatment
- Availability of qualified treatment staff
- Developmentally appropriate treatment

Should Screen for...

Criminal Justice Risk

- ~30 percent DO!
- Actuarial based Models
- Historically used to determine sanction
- Main Factors
 - Age of first arrest
 - Number of arrests and/or convictions
 - Number of failed attempts on probation (or parole)
 - Number of incarcerations
 - Number of escapes
 - Substance Abuse
- Main Tools:
 - Composite Score of Criminal History
 - Wisconsin Risk/Needs**
 - Level of Service Inventory
 - Other Tools (Specialized)

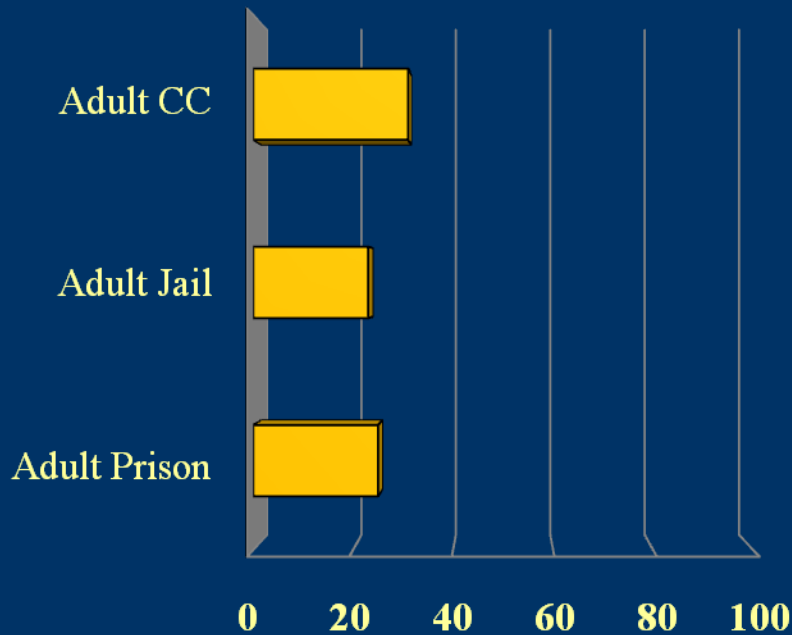
Substance Abuse

- ~50 percent DO!
- Screen for SA Problem (Based on DSM-IV)
- Triage Method
- In CJ, used to refer to clinical assessment
- Many tools exist:
 - CSAT's SSI
 - ASI**
- Co-Occurring Disorders

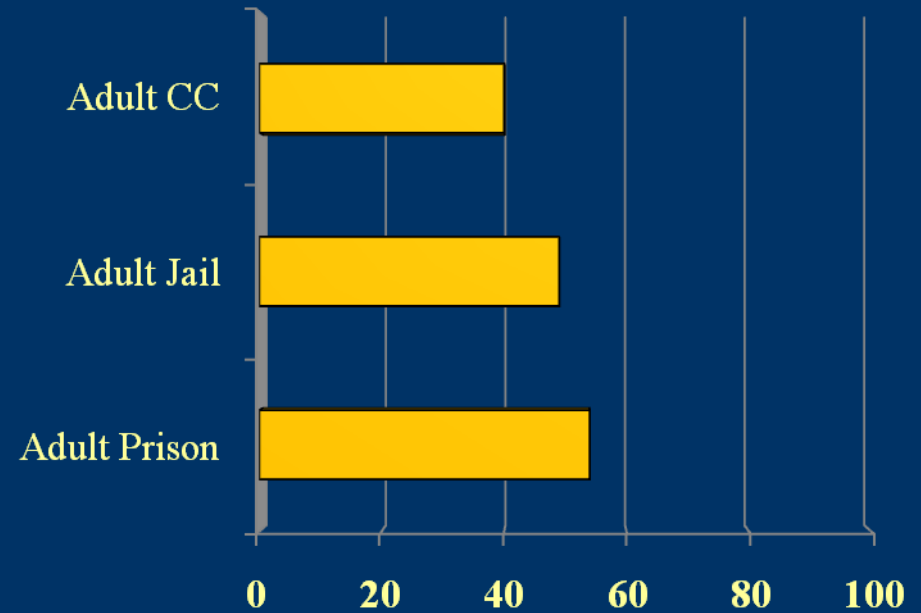
****Most Frequently used**

Tx Practices in “Practices”

%Referral w Appointment



% Treatment 90 days+



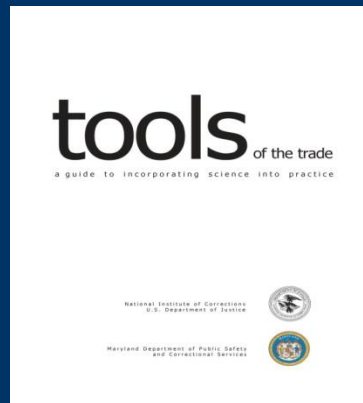
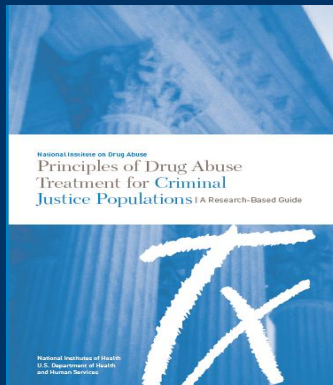
% Administrators Reporting Facility Use

- **20% report the use of Cognitive Behavioral Treatments; few use manuals**

What Works for Offenders?

- **ASSESSMENT & CASE PLANNING:** Use standard tools to identify problem severity and link to programming
- **TREATMENT**
 - Treatment that is multi-dimensional, includes criminogenic risk factors & criminal thinking
 - Address co-occurring disorders, criminogenic factors, etc.
 - Skill building, recovery models, not traditional alcohol/educational programs and outpatient programs
 - Dosage (length of treatment) is important through stages: motivate, change, reinforce
- **COMPLIANCE MANAGEMENT:** Rewards & Incentives
- **WORKING ALLIANCE:** Rapport, Relationship

Working with CJ in Partnerships



TIP 44.
Substance Abuse Treatment for Adults in the Criminal Justice System

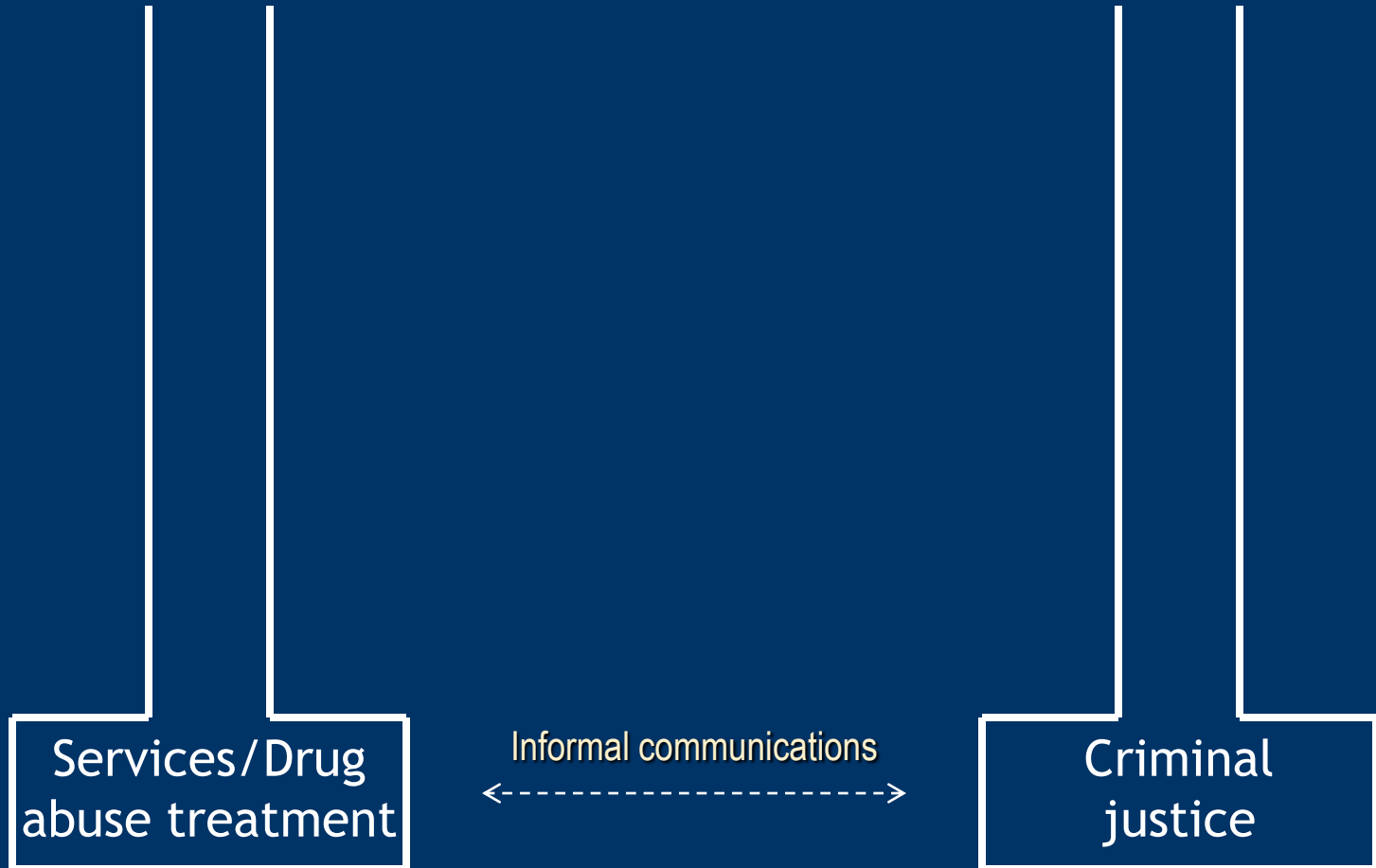
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No Integration

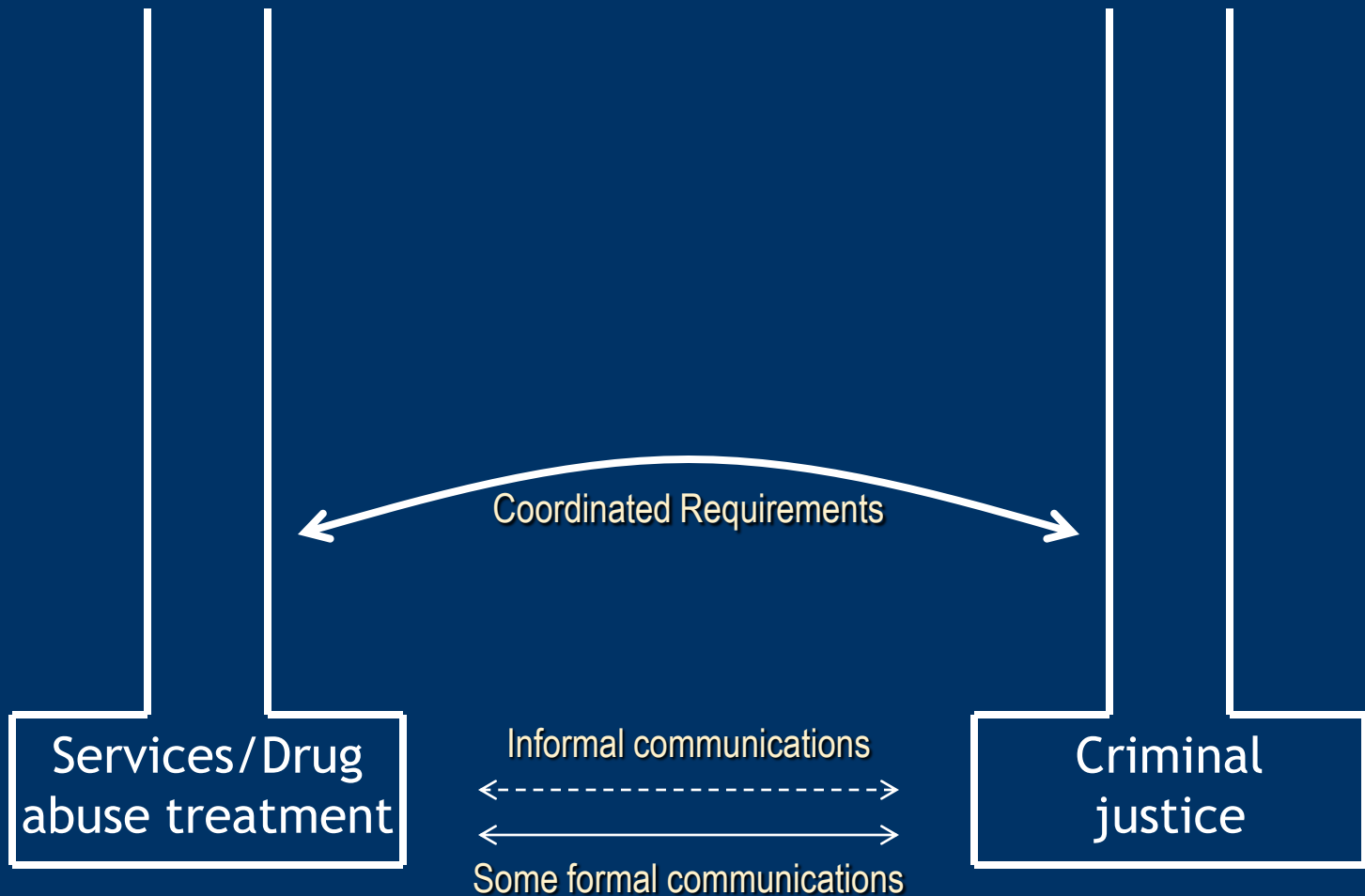
Services/Drug
abuse treatment

Criminal
justice

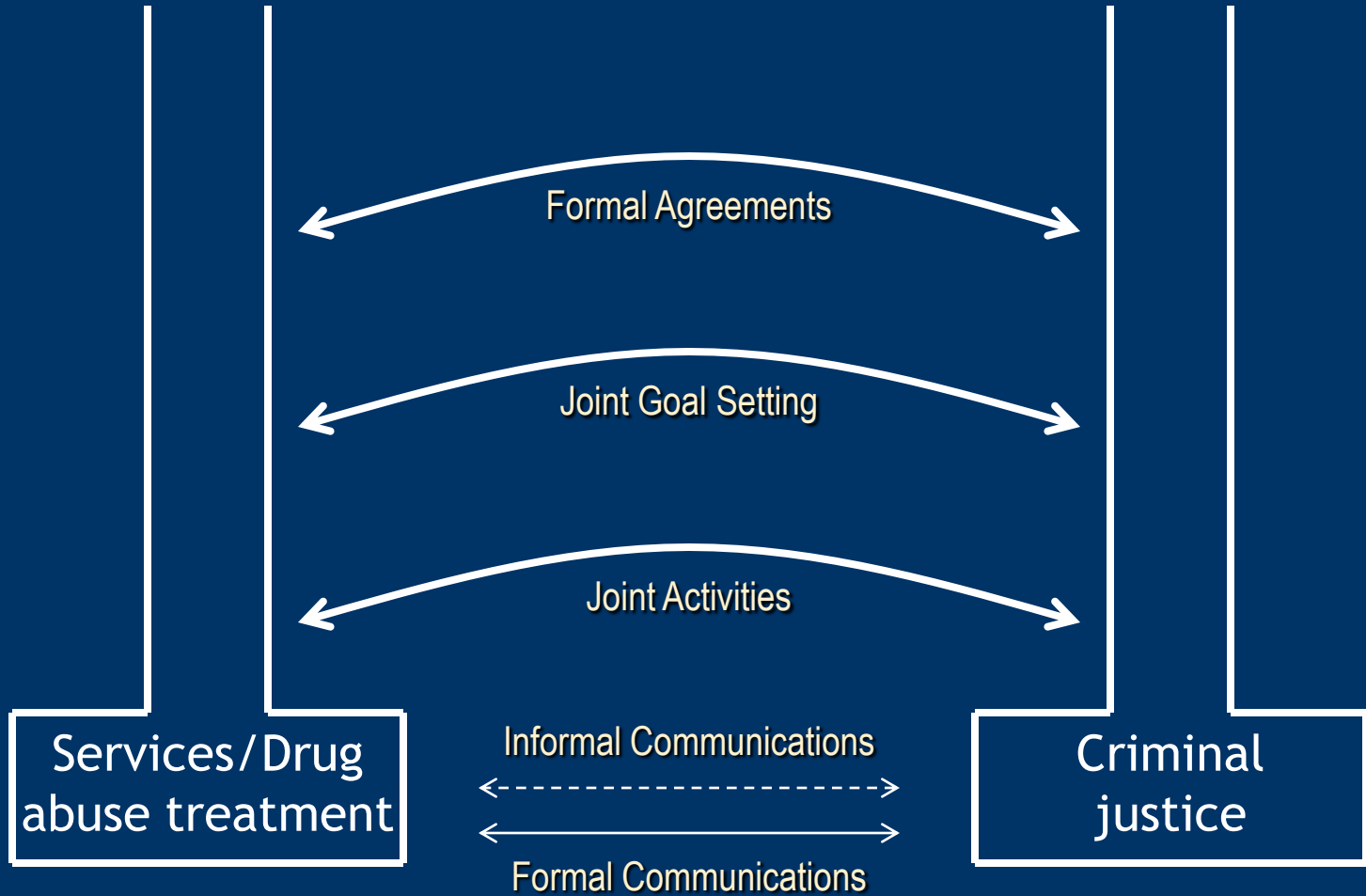
Networked → Coordinated → Cooperative → Consolidated → Integrated



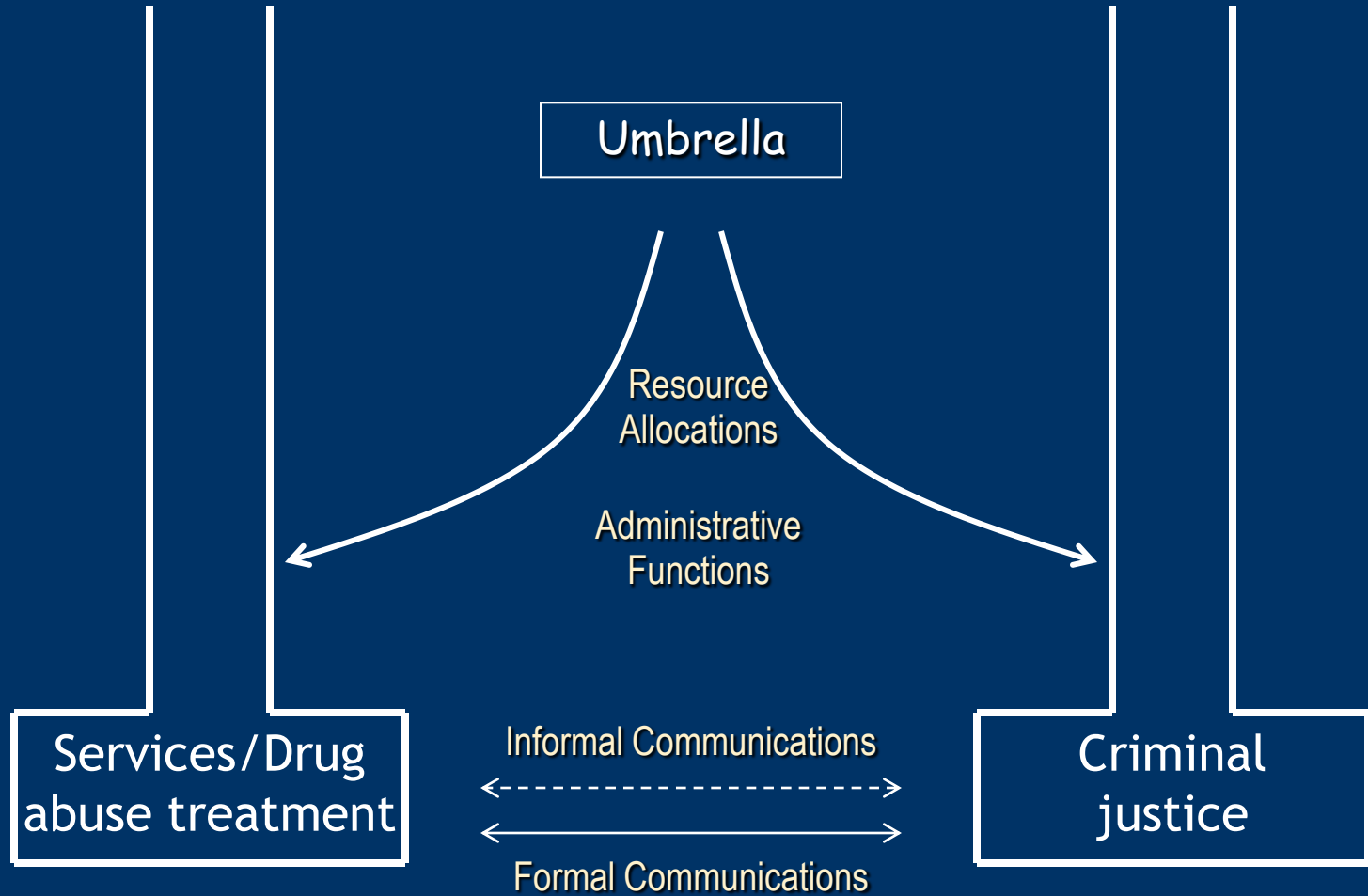
Networked → **Coordinated** → Cooperative → Consolidated → Integrated



Networked → Coordinated → **Cooperative** → Consolidated → Integrated



Networked → Coordinated → Cooperative → **Consolidated** → Integrated



Networked → Coordinated → Cooperative → Consolidated → **Integrated**



11 Ways to Create an Integrated Service Delivery (You need at least 6)

- Share Information on Overall Needs (Networking)
- Develop Common Eligibility Criteria for Services
- Develop Written Program that is delivered by multiple agencies
- Joint Staffing in the Program
- Joint Policy Manual that all agencies use
- Pooled Funding for the program
- Modified Existing Processes and programs
- Share Budget with another agency
- Share Oversight on a program
- Cross Training of Staff
- Written MOU for this Service/Program

CJ & TX Innovations:

How many activities does it take to achieve integration?

Most Typical Activities:

- Share Information with agencies
 - Develop Client Eligibility Across Agencies
 - Written Program Programs
 - Joint Staffing of Program
 - Modified Program to Meet Correctional and SA Agencies
 - Written MOU between agency
- ✓ Average Number of Activities Integrated:
 - **Drug Court=6.1**
 - **Probation/Parole=4.5**
 - **Prison=3.2**
 - **Jails=3.7**
 - ✓ Interagency integration is associated with more use of EBPs, more holistic services, and improved outcomes

Factors that Support Integration

- Correctional Administrators believe they have community support
- Correctional Administrators believe in offender change
- Correctional System adopts Evidence-based practices

**DEGREE of NETWORKNESS DEPENDS
ON ATTITUDES of COMMUNITY
PARTNERS**

EBP for the Organization

Change Processes

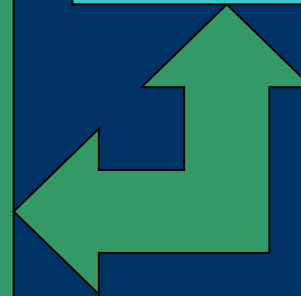


Develop Process/Vision



1. Have Vertical Slice of Agency Design Program & Series
 - Design
 - Practice Skills
2. Assessment of:
 - Intervention Soundness
 - System Collaboration
 - Implementation of Core Components
3. Conduct Program Fidelity Analysis
4. Benchmarks

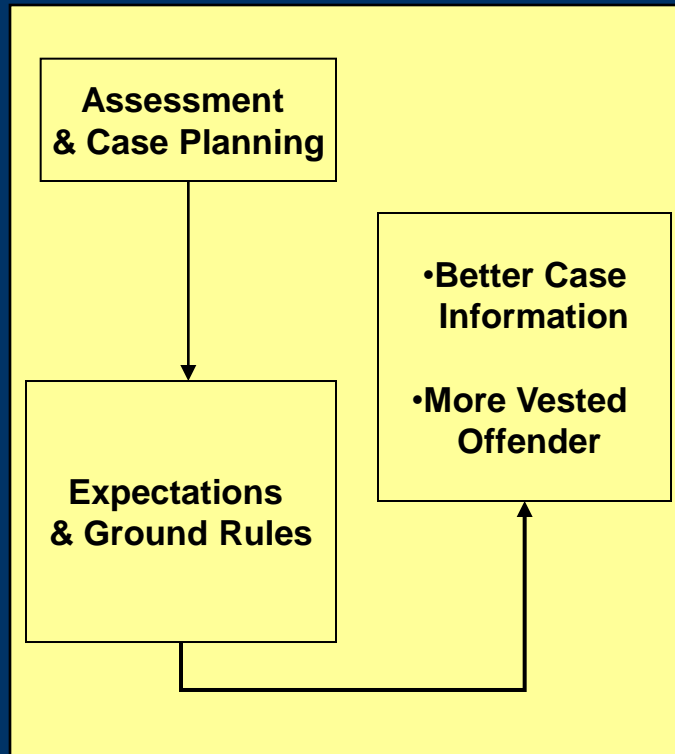
Strategic Development Coaches
Performance Measures



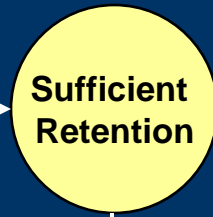
CHANGED ORGANIZATION

Step 1: Provide a Vision

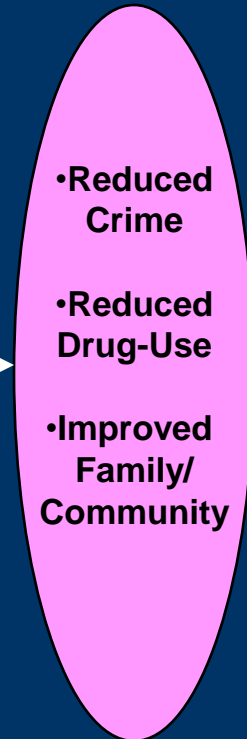
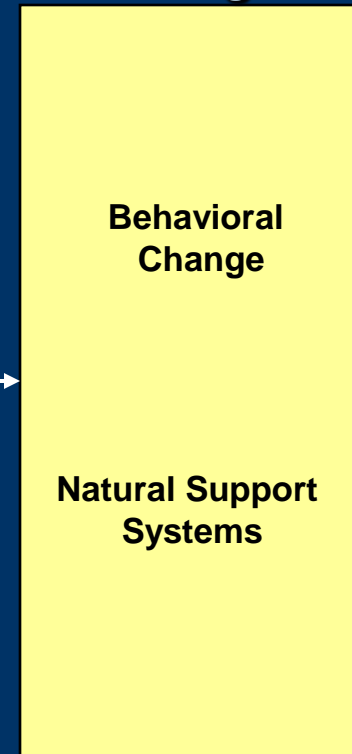
Engagement



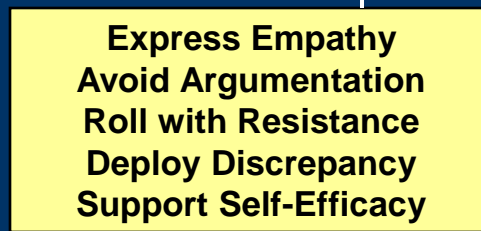
Change



Sustained Change



Department



12 Months

18 Months

Step 2: Participatory Management

Staff and Management Skills

- Communication
- Build Rapport
- Contingency management sessions
- Deal with Ambivalence and Resistance
- Design & Implement
- Role Clarification



Step 3: Tools to Bridge

Translation Tools

- Risk/Need Assessment
- Feedback to Offender
- Behavioral Contract
- Reassessment Process
- Quality of Relationship between Offender and Staff
- Feedback to the Staff/Leaders

EBP Standards

Criteria	NONE	LOW	MEDIUM	HIGH
<p>#1 A standardized assessment tool is used to identify risk level of the offender</p>	<p>Risk level does not influence the services to which the offender is assigned.</p>	<p>The risk level is identified and used to match offender to services.</p>	<p>Risk level guides eligibility for certain services.</p>	<p>The level of supervision varies with the risk level of the offender.</p>
<p>#2 Supervision plans are individualized based on the criminal drivers of the offender.</p>	<p>Supervision plans consist of court orders and standard requirements for the program or facility.</p>	<p>Supervision plans include court orders and one special condition.</p>	<p>Supervision plans address needs of the offender as identified by the assessment tool.</p>	<p>Includes specific needs, resources to develop natural support systems, and tx/service provider plan.</p>
<p>#3 Supervision plans include long term goals and identify short term steps to reach these goals</p>	<p>The supervision plan does not contain short term steps.</p>	<p>Long term goals are included in the supervision plan.</p>	<p>Short term steps identified, but the tools are not provided to achieve these steps.</p>	<p>The supervision plan includes short term steps and the tools to reach these short term steps.</p>

Coaches

- In-House Experts
- Skill Development of Staff
- Organization's Value of Employees
- Expertise within the organization



Step 4: Organizational Climate

Climate: norms that include...

- Agency and staff priorities
- How offenders are handled
- Learning & Processing New Information



Step 5: Benchmarks

- Set up SMALL INCREMENTAL GOALS
- Achieve 6+ items on the Integration Scale
- Make quality improvements that is interagency
 - Use of Standardized Risk & Assessment Tool and share the information
 - Share resources (space, staff, set up boundary spanners)
- Which ones will you pursue?

Step 6: Process of Change

Goals of Behavioral Management

- Clarify Expectations
- Engage offender in process
- Keep goals pro-social
- Offer reinforcement for pro-social behavior
- Nurture natural support system

Procedures of Behavioral Management

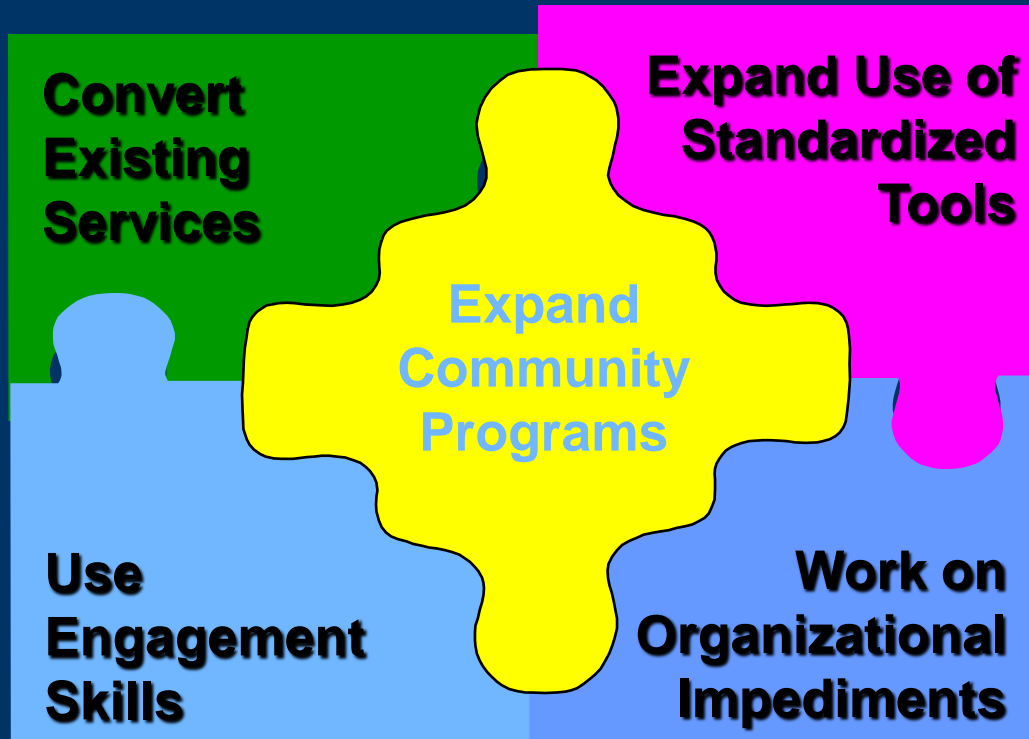
- Effective Risk/Needs Tool
- Risk/Needs Tool used in Case Plan
- Clear Case Plans
- Focus on Target Behaviors
- Feedback on offender's progress
- Keep offender in the loop

Processes of Behavioral Management

- Good Environment
- Manageable Goals
- Guidance from officer
- Openness with offender
- Reinforce accomplishments
- Use of Natural Support System
- Goal-Oriented contacts with offender



Multi-prong Strategy to Get Results!!!

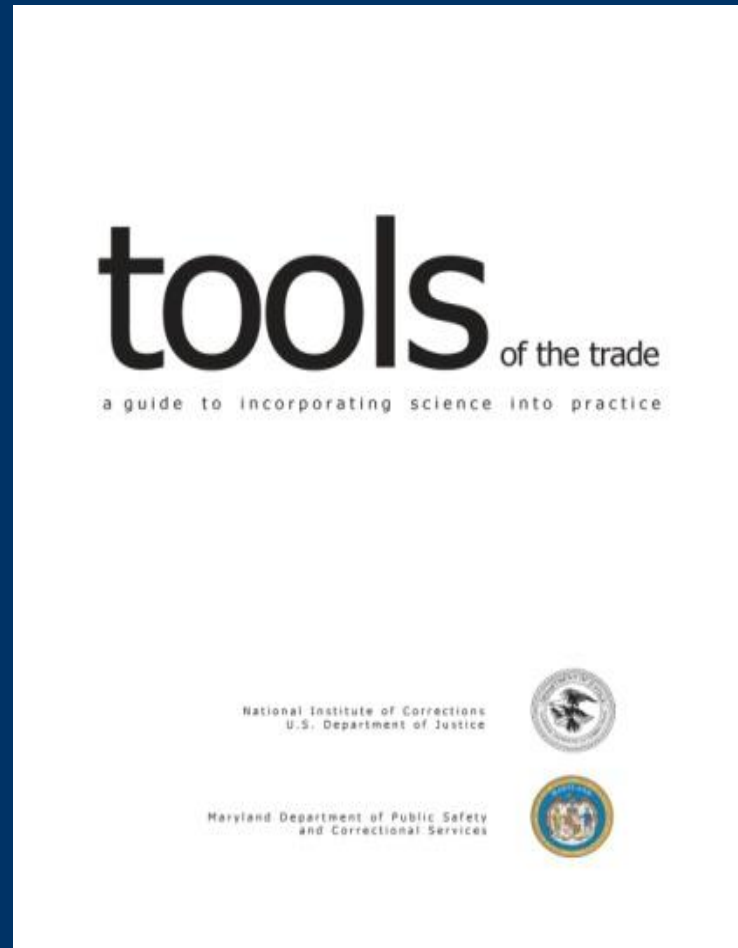
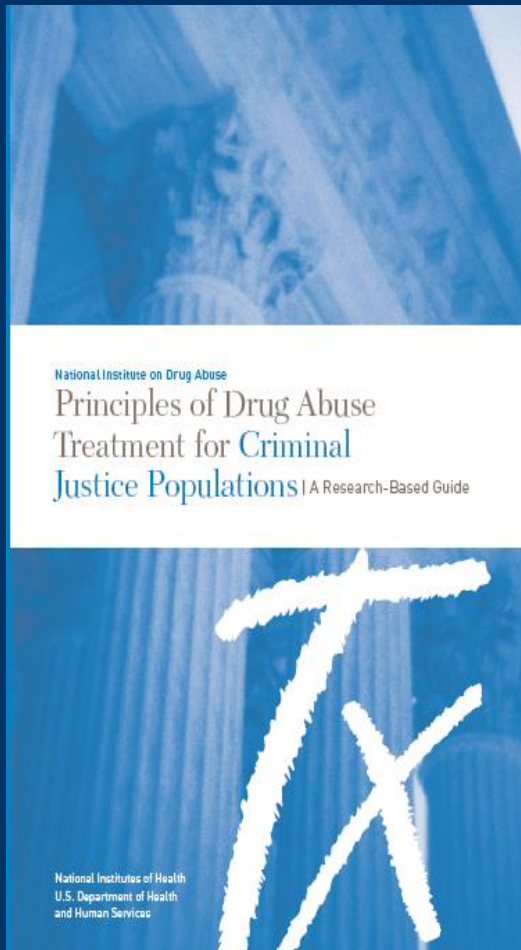


The Failure to Build Collaborations Limits the Mission of Corrections to include EBPs and Achieve Outcomes

- Routine, existing practices need integration to improve the climate for offender change—people can change at various dimensions
- Use of working relationships with other organizations
- Emphasis on recidivism reduction practices
- Training of staff
- Staff Orientation
- Types of Administrators hired
- Legitimacy of correctional practice

A renewed focus on viewing corrections as a service provider (public health) will create better outcomes

Useful Resources



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- Young, D. W., Farrell, J. L., Henderson, C. E., & Taxman, F. S. (2009). Filling service gaps: Providing intensive treatment services for offenders. *Drug and Alcohol Dependence*, 103(Supplement 1), S33-S42.