JSTEPS:
Advancing Offender Outcomes
Acknowledgements

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Project Team

Faye S Taxman, Ph.D.  Jennifer Lerch, M.A.
Danielle Rudes, Ph.D.  Alese Wooditch, M.A.
Shannon Portillo, Ph.D.  Maxine Stitzer, Ph.D.
    Anne Rhodes, M.S.  Peter Luongo, Ph.D.
    Amy Murphy, M.P.P.  Peter Friedmann, M.D., M.Ph.
    Nicole Jordan, M.S.  Sandy Ressler, M.F.A.
Not a single reviewer of studies of the effects of official punishment (custody, mandatory arrests, increased surveillance, etc.) has found consistent evidence of reduced recidivism.

At least 40% and up to 60% of the studies of correctional treatment services reported reduced recidivism rates relative to various comparison conditions, in every published review.
Effective Practices

- NIDA 13 Principles of Effective Interventions for CJ Offenders: Contingency Management
- Drug Treatment Courts
- Evidence-based Supervision
- Since 1990’s graduated responses have been recommended, but seldom implemented

The challenge is Implementation
Problems in definition and in administer them
Swiftly with Certainty
Results from National Survey on Drug Courts

Drug courts are about partnerships—sustained criminal justice reform
Pioneer unified message
Few drug courts live up to the expectations
Less involvement in “showing up” or compliance issues
Bottom line is performance

<table>
<thead>
<tr>
<th>Drug Court Processes</th>
<th>% Team Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission to Drug Courts</td>
<td>59%</td>
</tr>
<tr>
<td>Treatment Related Decisions/Processes</td>
<td>39%</td>
</tr>
<tr>
<td>Supervision Compliance</td>
<td>44%</td>
</tr>
<tr>
<td>Status Hearings</td>
<td>47%</td>
</tr>
</tbody>
</table>
Practices for Handling Compliance after Initial Entrance into Drug Court

| No set policy: Based on performance of client (Event Related such behavior of offender) | 77 |
| Set Policy or Schedule to Reassess | 4 |
| Both Event and Policy Related | 18 |

*1.4% report conducting no reassessments

- **Most Frequent Monitoring Techniques of Drug Use**
  - Urine Screens: 100%
  - Monitor Treatment Participation: 97%
  - Home Visits: 76%
Contingency Management

- Evidence-based treatment
- Shape behaviors through rewards
- Focus on a social contract for behavior
- Technique to replace immediate “drug using” rewards with structured adaptation

Adaptation

- Fit to Environment
- Include Sanctions
What works better?

Hammer

Honey

Blending: Behavioral Management Strategies of Accountability + Cognitive & Skills Development
Study Design

- **Learning Sessions**
  - Develop CM model for your jurisdiction
  - Provide feedback on the implementation for refinement

- **Clinical Guidance**

- **Interviews (qualitative) to learn about systems**
  - Pre & Post Interviews
  - Regular updates from each site

- **Surveys (attitude measures) to understand different system actor perspectives**
  - Pre & Post on key outcomes
  - Themes of acceptability, fit, and agreement

- **Offender Outcomes to learn about impact on outcomes**
  - PACT data
  - Adherence to JSTEPS process for each site
  - System Outcomes
Research Based Cooperative Team

- Define core concepts of the evidence-base practice: Contingency Management

- Explore how CM can be implemented by:
  - In the real world
  - Examining system processes and areas of “fit”
  - Altering current practices
  - Developing supporting policies and procedures

- Learn together over 18 months
  - Webinar Sessions
  - Expand agency knowledge of EBPs
  - Develop tools for others
  - Work on transforming systems and processes
  - Work on building support (acceptability) for CM
The Challenge

Getting Started

Keeping Going

Keep the momentum

Getting Started
Key Questions

- Does Contingency Management fit within the criminal justice, court, probation process?
- Do criminal justice actors view CM as an appropriate tool?
- How is CM used?
- What are the impacts?
Implementation Concepts

- Sustain
- Penetrate
- Feasible
- Acceptance
- Appropriateness
## Working Definitions of Implementation Outcomes

<table>
<thead>
<tr>
<th><strong>ACCEPTABILITY</strong></th>
<th>Perception of the practice as acceptable based on experience with various dimensions of the practices, such as its content, complexity, comfort, comprehension, credibility, and/or delivery of the innovation.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APPROPRIATENESS</strong></td>
<td>Perceived fit</td>
</tr>
<tr>
<td><strong>FEASIBILITY</strong></td>
<td>The extent to which an innovation can be successfully carried out or is suitable for a given agency or setting</td>
</tr>
<tr>
<td><strong>ADOPTION/UPTAKE</strong></td>
<td>The intention or initial decision of an organization to try an innovation or evidence-based practice.</td>
</tr>
<tr>
<td><strong>PENETRATION</strong></td>
<td>The proportion of users</td>
</tr>
<tr>
<td><strong>SUSTAINABILITY</strong></td>
<td>The extent to which an evidence-based intervention can deliver its intended benefits over an extended period of time after external support ceases</td>
</tr>
<tr>
<td><strong>FIDELITY</strong></td>
<td>The degree to which an intervention was implemented as it was prescribed in the original protocol: (1) adherence to the program protocol, (2) dose or amount of program delivered, (3) quality of program delivery, and (4) participant reaction and acceptance.</td>
</tr>
</tbody>
</table>
Study Design

- Learning Sessions
  - Develop CM model for your jurisdiction
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- Interviews (qualitative) to learn about systems
  - Pre & Post Interviews
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- Surveys (attitude measures) to understand different system actor perspectives
  - Pre & Post on key outcomes
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- Offender Outcomes to learn about impact on outcomes
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Hypotheses

- The involvement of interagency team in the design of the CM policies for your agencies, the greater the acceptability and fit.
- The involvement of the District Team in the JSTEPS learning teams the greater the adherence to CM site-specific design.
- The acceptance by the Probation staff of the behavioral contracts and rewards, the more adherence to the protocol and the better the offender outcomes.
Client Outcomes

Outcomes
• Drug Test Results
• Treatment Participation
• Number of Visits
• Request for Warrant
• Rearrest
What about CM in a Non-Drug Court Setting?

- JSTEPS/CM is not just applicable in drug courts
- You will have to consider whether negative drug tests will be your primary desired behavior
  - Gang Court clients may also present with drug problems, so abstinence should still be a goal
- You can choose other target behaviors, but consider whether they are verifiable
## Selecting Target Behaviors for Gang Court Clients

<table>
<thead>
<tr>
<th>Target Behavior Category</th>
<th>Possible Target Behaviors</th>
<th>Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Abstain from crime</td>
<td>Arrest/conviction records</td>
</tr>
<tr>
<td>Orange</td>
<td>Abstain from drugs/alcohol Avoid gang peers Do not participate in gang activities</td>
<td>UA Facebook/social media, home visits</td>
</tr>
<tr>
<td>Yellow</td>
<td>Attend substance abuse treatment Attend supervision Attend anti-gang treatment Abstain from drugs/alcohol (if not an orange goal)</td>
<td>Letter from provider NA Letter from provider UA</td>
</tr>
<tr>
<td>Green</td>
<td>Leave gang Develop relationships with pro-social peers Engage in pro-social activities Get gang tattoos removed</td>
<td>?? Facebook/social media Ticket stubs Price quotes</td>
</tr>
</tbody>
</table>
Using the basic features of JSTEPS for:

- An initial contract
- A well-defined set of expectations as to rewards/sanctions
- A means to monitor performance
- A method to SEE progress

June, 2010
The JSTEPS system is broken into a series of various steps that define the contract and the progress made.

Step 1 – Criminal Behavior Compliance
Step 2 – Abstinence Compliance
Step 3 – Behaviors that Support Abstinence
Step 4 – Behaviors that Support Recovery
Step 5 – Appointments
Step 6 – Chart Review
Step 7 – Review of New Contract
Step 8 – Printing Contract Package
JSTEPS Layout

JSTEPS is arranged so that entry is on the left side of the screen; the program then completes the contract.

The contract (right side) lets the person know his or her progress (hands up or down) and sets dates.

The left column is a series of numbered steps. By going through each step, you can set new goals and note progress.

The following are the behaviors that are of interest:
- **RED**: criminal conduct
- **ORANGE**: drug/alcohol use
- **YELLOW**: behaviors that support abstinence: (attendance at no more than 3 activities)
- **GREEN**: behaviors that support recovery (long-term goals)
Before you Begin Using JSTEPS

Working with GMU

To access JSTEPS, you will need a user name and password which will be assigned to you when the system is implemented.

Each site will determine its own point configuration and system for incentives and sanctions. Once you have designed your system, submit this information to GMU.

GMU will be responsible for uploading site-specific information to the system, and sites will be responsible for client information.

Contact Amy Murphy at amurph10@gmu.edu or 703 993 5222 for assistance.
Items to Develop Before Using JSTEPS

Develop and Provide to GMU

Site point configuration (number of points associated with each target behavior, use of point escalation or thinning, use of bonuses, number of points associated with incentive levels)

List of all client short- and long-term goals and target behaviors (yellow and green) that you anticipate using

List of frequency requirements for each behavior (e.g., weekly NA/AA attendance)

List of all incentives and sanctions that you anticipate using

List of types of verification you will associate with behaviors (e.g., note from treatment provider to verify attendance)
Defining Incentives

For each site, GMU will set up the incentive schedule at the SITE administration level.

This can be modified for each client but the preference is to use the site level. This creates procedural justice.

There are 4 decisions to make:

- Behaviors to incentivize (orange, yellow, green, red—you do not have to assign points to all behaviors)
- Value of each point
- Bonus points to be given for sustained behavior
- Progress Levels to reward points
Override the behaviors

At the client level, you can override Site configuration:

At the top of the client screen, click Points

You can reset the behaviors, points and values for an individual client.

You can also change the point system from week-to-week if needed, using this screen.
Adding Clients to JSTEPS: STEP 1

Intake
To add clients to the JSTEPS system you will need full name and date of birth.

The consent form is for the information in the system to be shared with the researchers at George Mason University. It does not have anything to do with consent to be in the program/probation. HIPPA and CFR 42 regulations require that consent be given to share attendance information (for treatment) with researchers (and others).

Advise the client of the purpose of the consent (to share with information for the study) and then read the consent to the individual.

After the client signs a hard copy of the consent statement, fill in the fields and click SEND.

If a client refuses to consent, you can still use the system. The information will not be shared with the researchers.

JSTEPS
Client intake

First Name: ____________________________
Last Name: ____________________________
Middle Name: ____________________________
Date of birth: ____________________________

I _______________ agree to participate in the research project being conducted by George Mason University that is described below. I authorize ________ (probation office) to re-disclose testing and treatment information about my substance abuse treatment and about the Court's supervisions of me to George Mason University (GMU) for use in connection with the research project titled Using Rewards in Justice Treatment Programs: Technology & Contingency Management. The purpose of the research is to evaluate the effectiveness of this new system. I understand that GMU will not re-disclose my information to anyone else except as permitted by law or with my specific consent, and any information that can be traced to me will not appear in any reports on the research. This consent is completely voluntary, and I understand that there will not be any benefit to me if I participate and there will not be a penalty if I chose not to participate. The contact person for this project is Dr. Faye S. Taxman at George Mason University, Fairfax, VA, 22030. Phone: 703-993-8555.

Do you give your consent to use this data for research purposes? : No

Send  Cancel
The First Contract

When you complete the client’s first contract, it is just to establish the target behaviors, points, and dates. You will not begin tracking compliance with behaviors until the subsequent contract dates.
JSTEPS: STEP 1

Criminal Behavior Compliance

The purpose of this section is to note whether the person has been arrested for a NEW CHARGE.

If the client has not been arrested or charged since their last appearance before the judge, select the “compliant” button.

If the client has been involved in criminal conduct since the last appearance, select the “non compliant” button and enter the infraction.

If the client has been charged with a criminal offense but it is not clear whether the charge will be found true, select “pending”.

Either choice will be reflected on the right hand side of the screen in the red box marked “Criminal Activity”.
JSTEPS: STEP 2

Abstinence from Alcohol and/or Drugs: The purpose of this section is to note progress in being drug or alcohol free.

If the client tests NEGATIVE for alcohol, then select the thumbs up button. The client will be given points in accordance with your site’s plan.

If the client tests POSITIVE then select the thumbs down button. Enter the target date to be clean by.

OTHER is used to indicate a diluted or inconclusive test.

Repeat these steps for drugs, using positive or negative in place of thumbs down or thumbs up. Click Next when finished.
JSTEPS: STEP 3

This section refers to ATTENDANCE requirements as part of their program or conditions. It is designed to support up to 3 behaviors. POINTS can be assigned for each yellow behavior.

You can toggle between the behaviors using the arrows under the Step 3 drop down.

For each attendance, the following is needed:
1. Identify the type of attendance required.
2. Identify the frequency that you would like the person to attend the behavior.
3. Identify how the person is to verify their attendance.

Use the target date to indicate when the attendance should be completed by.

For each of the three behaviors, your selections will be displayed in the Yellow box on the right side of the screen.

<table>
<thead>
<tr>
<th>Status</th>
<th>Behavior</th>
<th>Frequency</th>
<th>Verification</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report for UA testing</td>
<td>Daily</td>
<td>Not applicable</td>
<td>no date</td>
<td></td>
</tr>
<tr>
<td>Attend Supervision</td>
<td>Daily</td>
<td>Not applicable</td>
<td>no date</td>
<td></td>
</tr>
<tr>
<td>Attend counseling</td>
<td>Monthly</td>
<td>Note from counselor</td>
<td>no date</td>
<td></td>
</tr>
</tbody>
</table>
JSTEPS: STEP 4

Behaviors that Support Stabilization or Recovery in the Community.

Each client can have up to 3 supporting Green behaviors, though it is recommended that clients only focus on one long-term goal at a time. You can toggle between the behaviors using the arrow button.

For each green behavior, Indicate the following:
What is the long-term goal?
How frequently should the person attend to this behavior?
What is the short-term goal?
What information is needed to verify this behavior?
What is the target date?

If the client is compliant, you should move on to the next target behavior that you and the client identified during the initial session. If the client is non-compliant, problem-solve and select a new target date.
JSTEPS: STEP 5

After reviewing past behavior compliance and setting the client’s next goals in steps 2-5, it is time to schedule the client’s next appointment to see the probation officer and/or judge.

Up to two appointments can be scheduled at a time. Once the date and time for at least one appointment has been set, click NEXT.
JSTEPS: STEP 6

This Step is the CONTRACT for the next week (time period).

Review it with the client to go over:
1. The UA requirements
2. The target behaviors for next time (YELLOW AND GREEN)
3. Any notes that you want to add

(See Checklist for additional details.)

Once everything is correct, click SUBMIT TO DB and the data will be saved in the system. You will be told how many points the client earned.
JSTEPS: STEP 7

Now you can show the client the progress that has been made in terms of accumulation of points.

This graph illustrates compliance with all categories of behavior—crime, abstinence, attendance, and recovery.

These charts are useful because they give the client a graphic representation of his or her progress. The PO/team can print the charts and let the client take them home.
This is another type of chart that is available, showing only overall compliance.
The third chart highlights compliance with abstinence, with the darker color representing abstinence from alcohol and the lighter color representing abstinence from drugs.

Clicking enable tooltip at the bottom of the screen makes the chart more interactive. When you hover the mouse by a data point on the chart, the system tells you how many points that represents.
Step 8: Print the Contract

After you have confirmed the next appointment with the client, print the new Behavioral Contract and review it with the client.

The printed contract will include the overall compliance graph, a point summary, and the contract itself, which lists target behaviors.