JSTEPS:
Advancing Offender Outcomes

Acknowledgements

Project Team

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From The Earliest Reviews….

➢ 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

Drug Court Processes	% Team Involved
Admission to Drug Courts	59%
Treatment Related Decisions/Processes	39%
Supervision Compliance	44%
Status Hearings	47%

Practices for Handling Compliance after Initial Entrance into Drug Court

	%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

➢ 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

Keep the momentum

Keeping Going

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
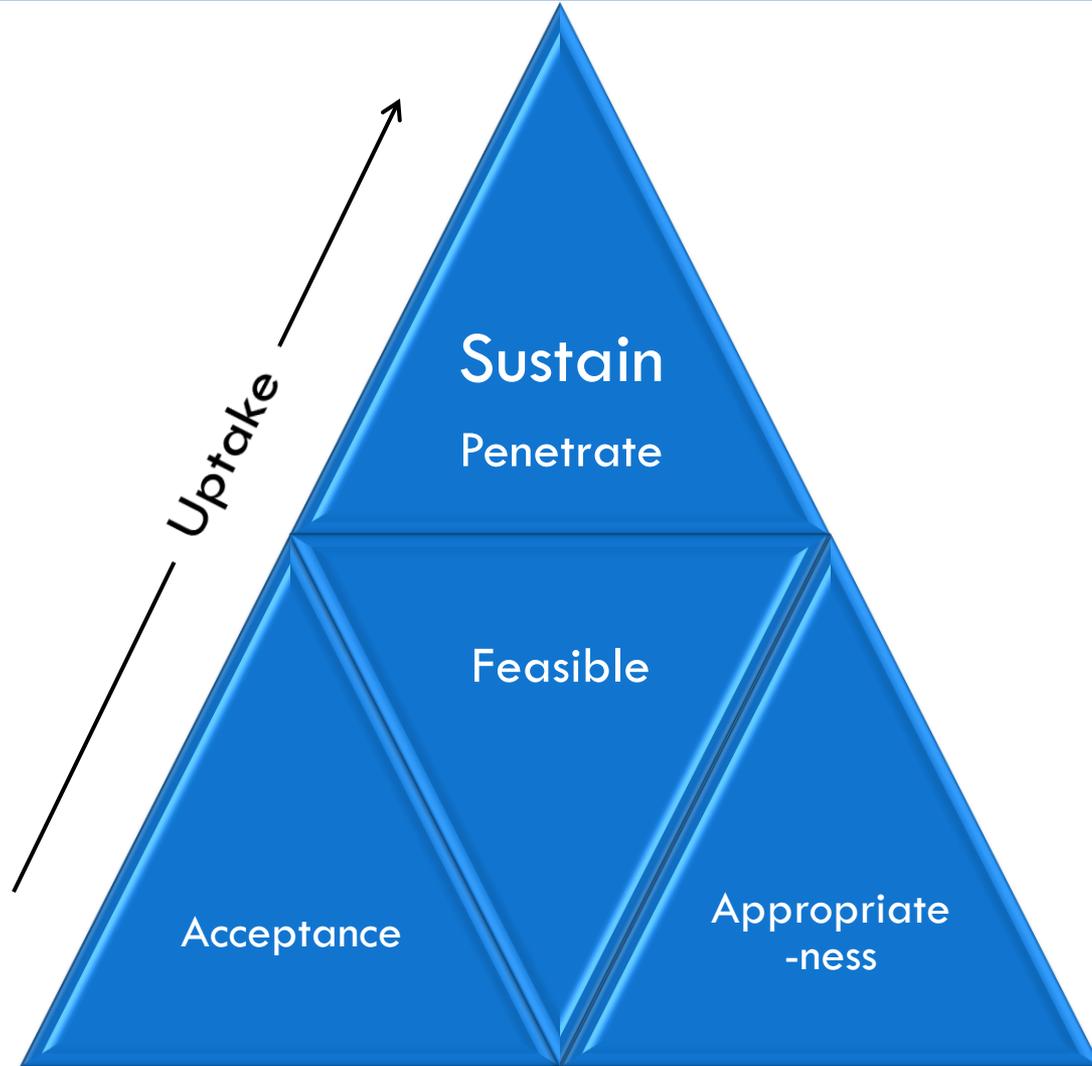
Working Definitions of Implementation Outcomes

ACCEPTABILITY	**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.**
APPROPRIATENESS	**Perceived fit**
FEASIBILITY	**The extent to which an innovation can be successfully carried out or is suitable for a given agency or setting**
ADOPTION/UPTAKE	**The intention or initial decision of an organization to try an innovation or evidence-based practice.**
PENETRATION	**The proportion of users**
SUSTAINABILITY	**The extent to which an evidence-based intervention can deliver its intended benefits over an extended period of time after external support ceases**
FIDELITY	**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.**

Study Design

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

- ➤ 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

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
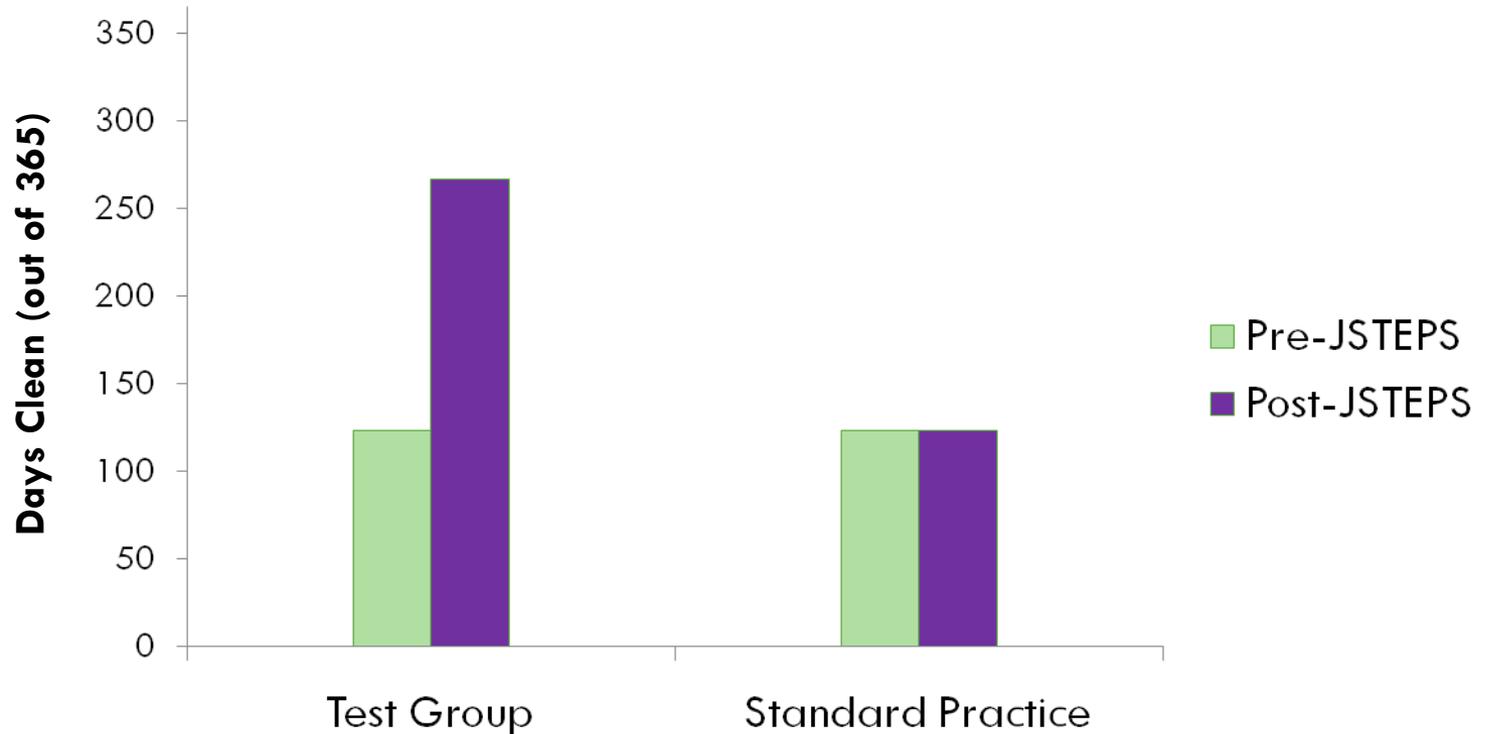
Outcomes
- **Drug Test Results**
- **Treatment Participation**
- **Number of Visits**
- **Request for Warrant**
- **Rearrest**

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

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

JSTEPS BASICS

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

JSTEPS Navigation

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)

Home | Client Note | Contract Note | Rewards Sanctions | Behavior Client Override | Preferences | TWWEEK | TWDAY
ResetTog | dev | OnlineTest

Rebecca Simmons	Weeks in Program: 9	Date reset started: inprog	Grand Total Points: 261 level: 10	CurContract#: 66
DOB: 10/08/1988	Today: 01/05/2010	Contract Creation: 11/09/2009	Client Intake: 10/31/2009	Client NOT in reset
SITE: GeorgeMason	WarpCont Date: 02/14/2011	Sanctions: 0	Rewards: 0	

Step 1: Red (Criminal Behaviors)

Criminal Status
compliant | non-compliant | pending
Status
Infraction
NEXT

Criminal Status	Abstinence		Appointments
Status	Alcohol Status	Drug Status	Date 2009-11-19 00
Infraction	2009-11-18 00	2009-11-19 00	Time 0:11 AM

BEHAVIORS THAT SUPPORT ABSTINENCE

Status	Behavior	Frequency	Verification	Target Date
	Attendance	Abstinence Frequency	Abstinence Verification	2009-11-29 00
	Attendance	Abstinence Frequency	Abstinence Verification	2009-11-18 00

BEHAVIORS THAT SUPPORT RECOVERY

Status	Long Term Goal	Frequency	Short Term Goal	Verification	Target Date
	Long Term Goal	Abstinence Frequency	Label text sample..._1	Recovery Verification	2009-11-27 00
	Long Term Goal	Abstinence Frequency	Label text sample..._1	Recovery Verification	2009-11-19 00

Step 2: Orange (Abstinence)
Step 3: Yellow
Step 4: Green
Step 5: Appointments
Step 6: Charts
Step 7: Review New Contract
Step 8: Print Contract Package

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

Add Site

Name :	
Start Date :	
Status :	Active
Reward l1 points :	the number of points to reach level 1
Reward l2 points :	the number of points to reach level 2
Reward l3 points :	the number of points to reach level 3
Reward l4 points :	the number of points to reach level 4
Reward l5 points :	the number of points to reach level 5
Reward l6 points :	the number of points to reach level 6
Reward l7 points :	the number of points to reach level 7
Reward l8 points :	the number of points to reach level 8
Reward l9 points :	the number of points to reach level 9
Reward l10 points :	the number of points to reach level 10
Number green behaviors :	the number of Green Target behaviors
Number Green Behaviors Accumulate :	Number of green behaviors that earn points
Green Additional Points :	number of additional points each week for this behavior (to accelerate point accumulation)
Number yellow behaviors :	the number of Yellow Target behaviors
Number Yellow Behaviors Accumulate :	Number of yellow behaviors that earn points
Yellow Additional Points :	number of additional points each week for this behavior (to accelerate point accumulation)
Use red points	No — Give points for red behaviors
Red Additional Points	number of additional points each week for this behavior (to accelerate point accumulation)
Use orange drug points :	No — Give points for negative drug test
Orange Drugs Points :	How many points for negative drug behavior.
Use orange alcohol points :	No — Give points for negative alcohol test
Orange Alcohol Points :	How many points for orange alcohol compliance.
Orange Drug Additional Points :	number of additional points each week for this behavior (to accelerate point accumulation)
Orange Alcohol Additional Points :	number of additional points each week for this behavior (to accelerate point accumulation)

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.

Site Behavior and Point Configuration

Behaviors	on/off	Accumulate Points	Base Points (awarded on success)	Additional points (acceleration increment)	Bonus	#Weeks (after which to award a bonus)	Bonus Points
Red		☐	0	0	☐	0	0
Orange Alcohol		☐	0	0	☐	0	0
Orange Drug		☑	1	1	☑	4	10
Yellow 1	0	0	0	0			
Yellow 2			0				
Yellow 3			0				
Green 1	0	0	0	0			
Green 2			0				
Green 3			0				

Cancel Save

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 [No ▼]
research purposes? :

[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 charges 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.

Step 3: Yellow (Behaviors supporting abstinence)

● ○ ○ ◎ ⊙   NEXT

BEHAVIORS THAT SUPPORT ABSTINENCE

status	○ compliant ○ noncompliant
attendance	2 Attend supervision ▾
frequency	0 select Frequency ▾
verification	0 select Verification ▾
target date	11/18/2009
points	

November 2009

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Today   Done

Step 5: Green

Step 6: Appointments

Step 7: Charts

BEHAVIORS THAT SUPPORT ABSTINENCE

Status	Behavior	Frequency	Verification	Target Date
👆	Report for UA testing	Daily	Not applicable	no date
👇	Attend Supervision	Daily	Not applicable	no date
👆	Attend counseling	Monthly	Note from counselor	no date

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

Step 5: Appointments

Next Appointment

Date 11/03/2010 Time: 8:53 AM
2nd Appointment of week (optional)

Date: 02/22/2010 Time: 9:35 AM

NEXT   ClearTimes

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.

Step 6: Review New Contract

Clicking SUBMIT will submit this contract to the data base.

SUBMIT TO DB

Criminal Status		Abstinence		Appointments	
Status		Alcohol Status	Drug Status	Date 02/24/2010	03/10/2010
Infraction				Time 8:49 AM	10:20 AM

BEHAVIORS THAT SUPPORT ABSTINENCE

Status	Behavior	Frequency	Verification	Target Date	
	Attendance	Frequency	Verification		
	Attendance	Frequency	Verification		
	Attendance	Frequency	Verification		

BEHAVIORS THAT SUPPORT RECOVERY

Status	Long Term Goal	Frequency	Short Term Goal	Verification	Target Date
	Green Long Term Goal	Frequency	Green Short Term Goal	Green Verification	
	Green Long Term Goal	Frequency	Green Short Term Goal	Green Verification	

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.
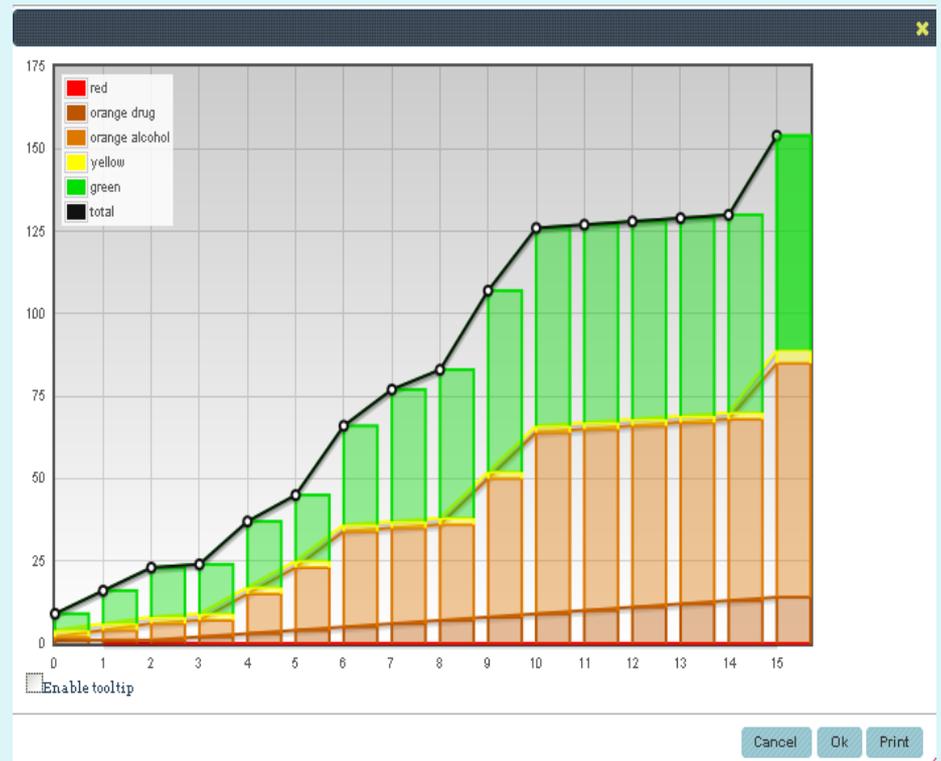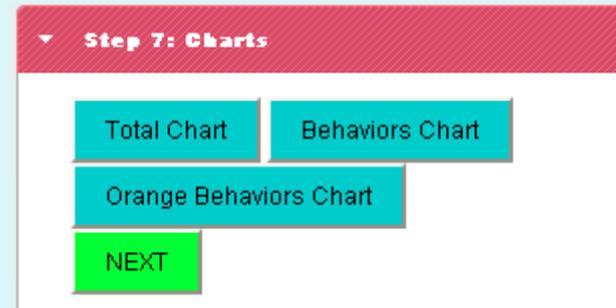
This is another type of chart that is available, showing only overall compliance.
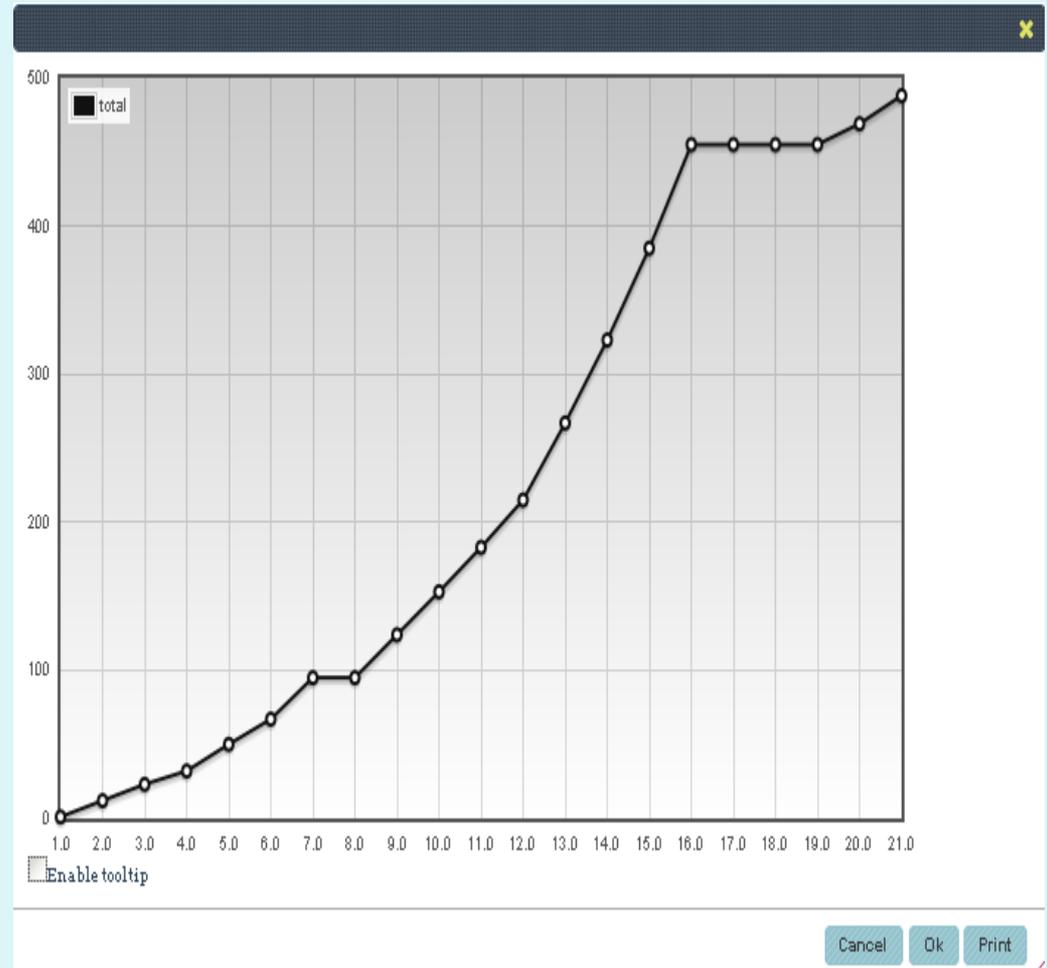
JSTEPS: STEP 7

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.
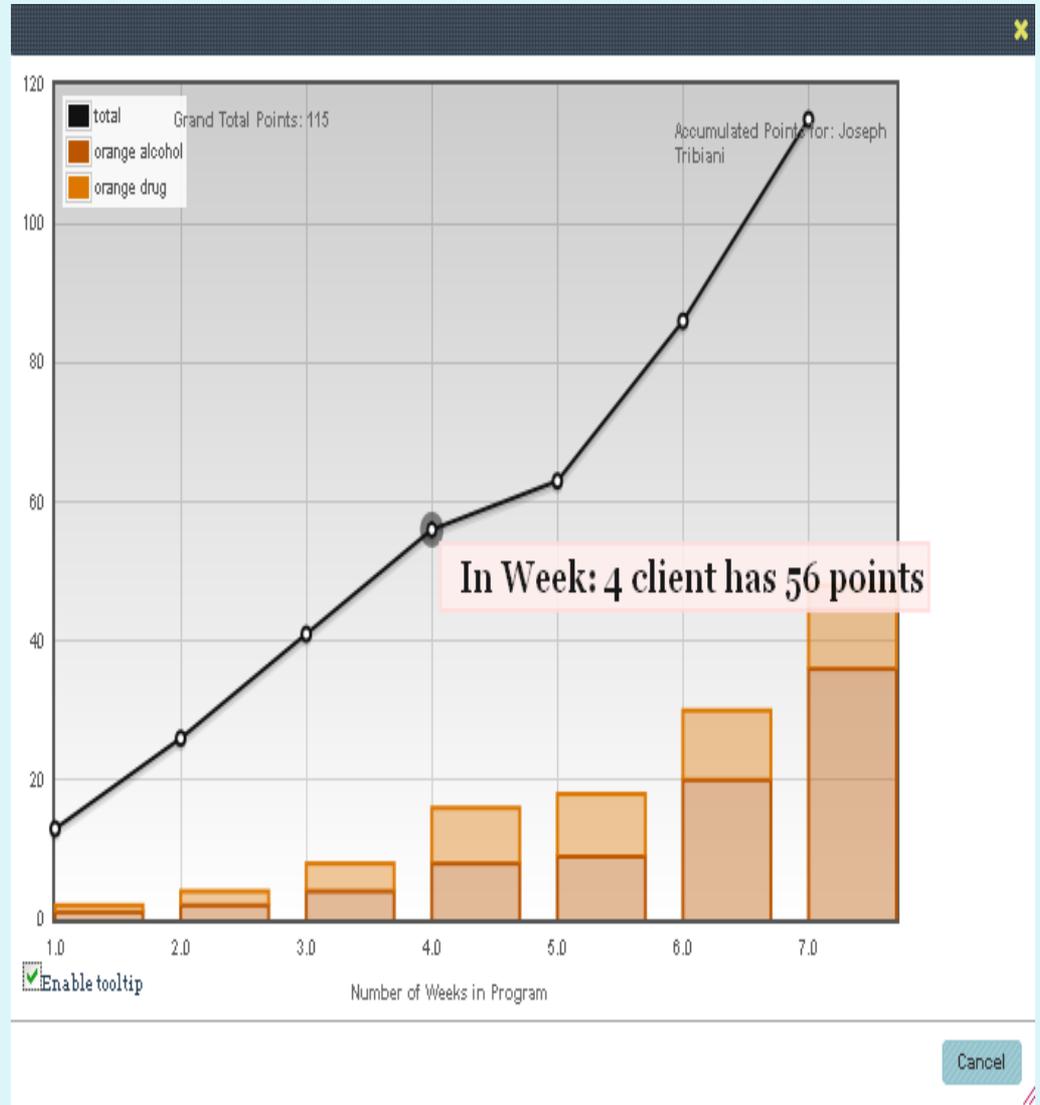
Step 8: Print the Contract

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.

Step 8: Print Contract Package

Print Status SUMMARY Sheet

Contract for: Grace Adler

Contract created: 02/25/2010

CONTRACT NOTE: Adler has a negative UA and remains employed.

Point summary for: Grace Adler

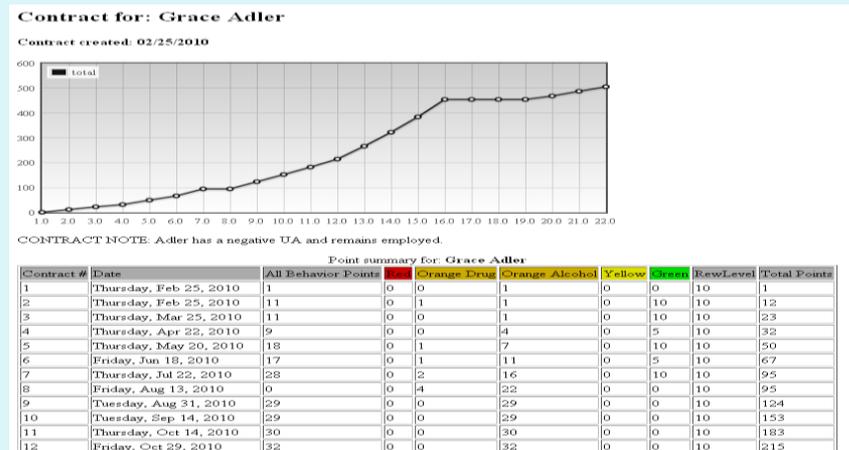| Contract #	Date	All Behavior Points	Red	Orange Drug	Orange Alcohol	Yellow	Green	RewLevel	Total Points
1	Thursday, Feb 25, 2010	1	0	0	1	0	0	10	1
2	Thursday, Feb 25, 2010	11	0	1	1	0	10	10	12
3	Thursday, Mar 25, 2010	11	0	0	1	0	10	10	23
4	Thursday, Apr 22, 2010	9	0	0	4	0	5	10	32
5	Thursday, May 20, 2010	18	0	1	7	0	10	10	50
6	Friday, Jun 18, 2010	17	0	1	11	0	5	10	67
7	Thursday, Jul 22, 2010	28	0	2	16	0	10	10	95
8	Friday, Aug 13, 2010	0	0	4	22	0	0	10	95
9	Tuesday, Aug 31, 2010	29	0	0	29	0	0	10	124
10	Tuesday, Sep 14, 2010	29	0	0	29	0	0	10	153
11	Thursday, Oct 14, 2010	30	0	0	30	0	0	10	183
12	Friday, Oct 29, 2010	32	0	0	32	0	0	10	215

--------- **Current Contract** ----------

Alcohol target date: 03/10/2011

Drug target date: 03/10/2011

Behaviors that support abstinence (yellow)			
Behavior	Frequency	Verification	Target Date
Report for UA	weekly	NOTE	03/10/2010
Attend PO session	weekly	NOTE	03/10/2010
Attend AA/NA	weekly	NOTE	03/10/2010

Behaviors that support recovery (green)				
Long Term Goal #	Frequency	Short Term Goal	Verification	Target Date
Get job	weekly	daily job search	Note from TX Provider	03/10/2011

Next Appointment: **02/24/2010 at: 8:49 AM**

2nd appointment on: **03/10/2010 at: 10:20 AM**

signature ---

I, *Grace Adler* , agree to the above contract terms on this date: 02/25/2010