

JSTEPS: Advancing Offender Outcomes

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CRIMINOLOGY, LAW AND SOCIETY

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Contingency Management

- Evidence-based treatment
- 3 meta-analyses confirm that CM has a modest effect; as great as other psychosocial interventions (Prendergast, et al. 2006)
- Shape behaviors through rewards
- Focus on a social contract for behavior
- Technique to replace immediate “drug using”; structured rewards

Adaptation

- Fit to Environment
- Include Sanctions

Challenges to Implementing EBPs

- Moving EBPs from clinical settings to real world work environments (“bench to trench”) is challenging.
 - Are there enough **resources** to implement?
 - Is the **organizational climate ready** for the EBP?
 - Do **managers/supervisors support** the EBP?
 - Can street-level workers **understand**, accept and incorporate the EBP into routine practice?
 - Will the EBP **serve** needs of **clients** in this organization?

Research Methods: Quan+Qual

- Two learning sessions
- Surveys (attitude measures) to understand different system actor perspectives
- Monthly technical Assistance (TA) on-site, via telephone & email
- Analysis of offender data to learn about impact on outcomes, substance abuse, rearrest, etc..

Innovative Qualitative Methods

- Longitudinal interviews and non-participant observation to learn about systems and organizational actors' experiences
 - Baseline
 - At learning sessions
 - Follow-up
- Monthly conference calls
- TA qualitative “process” data collection
- Subject-generated data (via presentations)

Site Overview

- Site One: Drug court & Reentry court
- Site Two: Reentry court
- Site Three: Drug Court & Gang Court
- Site Four: Regular caseload (3x per officer)
- Site Five: Halfway House

JSTEPS Continuous Feedback Loop

1. Sites agree to join JSTEPS study
2. Initial Site Visits Occurred

ACE! Training Seminar

Practitioner Teams self-design CM protocols

Initial Feedback Reports, On-Site Coaching & TA

Practitioner Teams considered feedback, some revised (site visits)

Feedback Reports Follow Up Phone Calls & Emails

8 Main CM Principles

- Positive incentives w/ point system
- Clear guidelines about earning points
- Emphasize abstinence
- Early incentives
- Point escalation
- Integrating point system into existing system
- Bonuses
- Focus on no more than 3 behaviors at a time

<i>CM Principles</i>	Site One	Site Two	Site Three	Site Four	Site Five
Positive incentives w/ point system	High Priority	High Priority	High Priority	High Priority	High Priority
Clear guidelines about earning pts.	Low Priority	Low Priority	Low Priority	Low Priority	Low Priority
Emphasizes abstinence	Low Priority	Low Priority	No Priority	Low Priority	High Priority
Early incentives	Low Priority	No Priority	No Priority	Low Priority	High Priority
Point escalation	No Priority	Low Priority	Low Priority	Low Priority	High Priority
Integrating pt. system into existing system	Low Priority	High Priority	Low Priority	Low Priority	High Priority
Bonuses	Low Priority	High Priority	No Priority	Low Priority	High Priority
No more than 3					

Major Themes from Sites

- Varying emphasis on abstinence: 5 of 7 point systems reward negative UAs
- Early incentives emphasized in 2 sites
- Few sites elected to be transparent about JSTEPS, telling participants up front how points and rewards are earned
- Large variation in sanctions: for first positive UA, vary from verbal reprimand to 7 days in custody

Sites' Definitions of CM

- Reinforcing positive (desired) behavior (all)
- Behavior therapy using a reward and punishment principle (1 site)
- Process of using structures, progressive rewards paired with swift and certain sanctions (2 sites)
- Evidence-based practice (2 sites)
- Focus on target goals (1 site)
- Supplements current program (1 site)

Challenges with CM Implementation

Conceptual

- ❑ Merging point system with existing system(s)
- ❑ Lack of judiciary support for rewards
- ❑ Finding appropriate sanctions
- ❑ Behavioral contracting

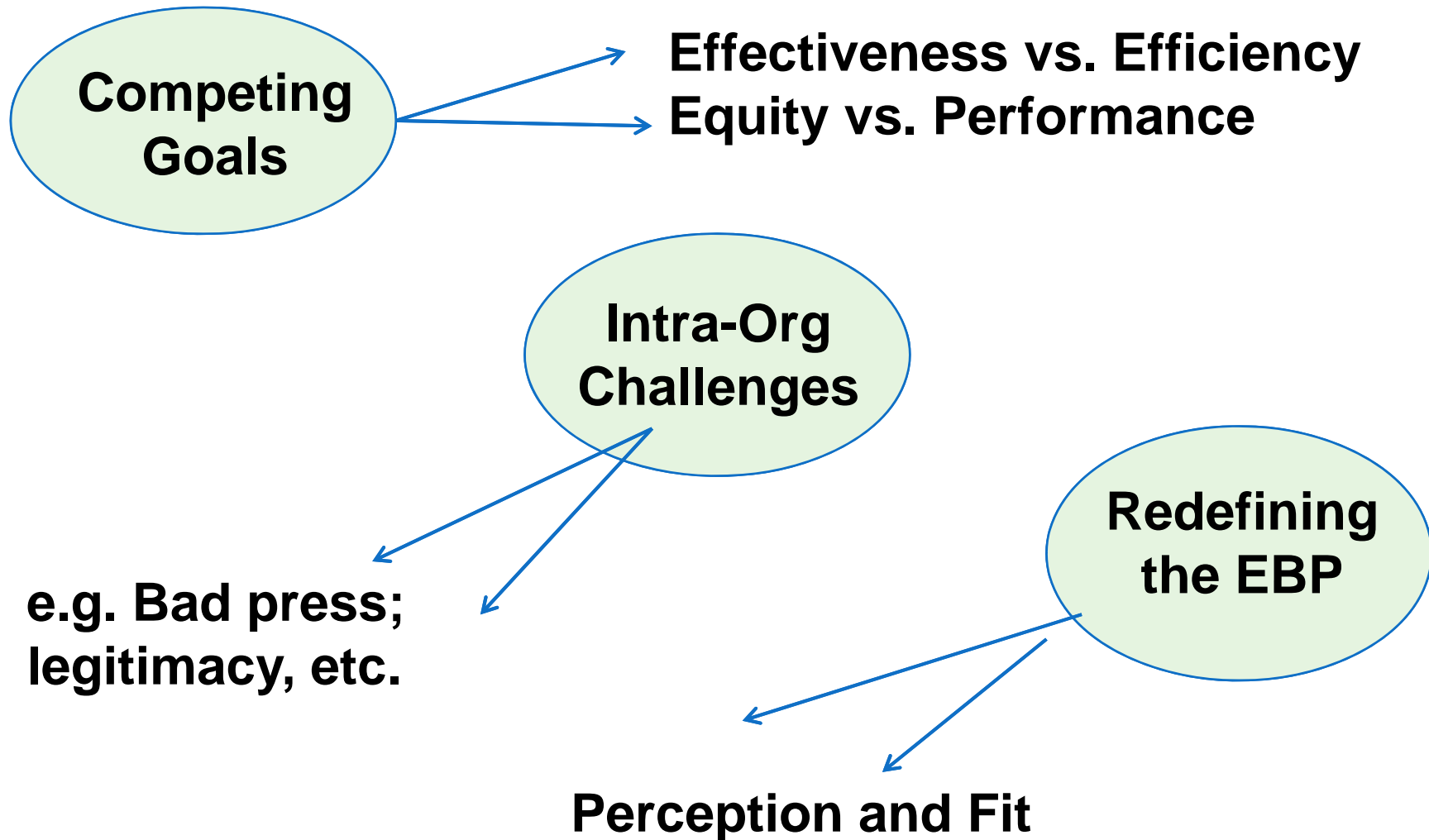
Practical

- ❑ Learning curve with software
- ❑ Increased PO workload
- ❑ Needing to meet clients in office instead of field
- ❑ Ability to deliver rewards in timely manner
- ❑ Lack of reward funding

Probationer Responses to CM

- ❑ Excited for the opportunity to earn rewards
- ❑ Ambivalent about the program
- ❑ Curious about the program
- ❑ Helps stay focused/motivated
- ❑ Difficulty understanding the concept
- ❑ Like seeing progress in tangible way
- ❑ Incentives are not large enough

Recognizing Contextualized Feedback



Papers & Next steps...

- Acceptability & Feasibility of CM in Justice Settings
- Roles & Power in Problem Solving Courts
- Loose Coupling and EBPs
- Advancing qualitative methods in EBP implementation
- How can we ensure feedback loops adequately consider context in “bench-trench” partnerships?
- How can we ensure that street-level workers understand, accept and incorporate the EBP into routine practice? Is this measureable? In what ways?