

Treatment Through the Criminal Justice System

NIDA Blending Addiction Science and Practice:
Evidence-Based Treatment and Prevention in Diverse
Populations and Settings

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G E O R G E
M A S O N
U N I V E R S I T Y

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Unlikely to Reduce Recidivism

- Too few offenders exposed to treatment

Treatment Stage	# Exposed to Treatment
ED	524,000
OP	398,000
IOP	101,000
Drug Court	50,000
Res	97,000

- Less than 11% can receive tx a year; on any given day, ~7.6% are in treatment
- Treatment is inconsistent with needs
 - Not multi-dimensional—should address 3+ conditions including criminal values/thinking

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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

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Offenders are not like other Substance Abusers

Group	Least 30 Days	Lifetime Use
Jernellia General	22	4.7
Jernellia Justice	49	64
Adink General	9	2.6
Adink Justice	38	70

- Offenders Have Higher Rates of Psycho-Social Dysfunctional Than the General Population
 - Substance Use Disorders
 - Mental Health and Somatic Health Disorders
 - Educational Deficiencies
- CJ Populations: 4 Times Greater SA Disorders

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Drug-Involved Offenders are not like All Drug Abusers

- Different configuration of “treatment” needs
- Substance abuse treatment for offenders should address both the substance abuse and criminal risk factors.
- Evidence-based practices (EBPs) and treatment techniques should advance treatment access and retention
- The role of criminal justice agencies—courts, probation, parole, pretrial—should be partners with treatment agencies; emphasis on behavioral management strategies
- Correctional agencies are pursuing EBPs which should open the doors to advance treatment programs

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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

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Multidisciplinary Problem of Offenders

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National Surveys: Response Rates

- Survey administered via mail
- Multi-level (state agency executive, facility administrator, staff, tx providers, drug court coordinators)
- No differences in response rates based on region and facility type
- **Criminal Justice Treatment Practices**
 - N = 1,902
 - Adult: 67% Administrators, 75% State Executives
 - Juveniles: 54% Administrators, 70% State Executives

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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

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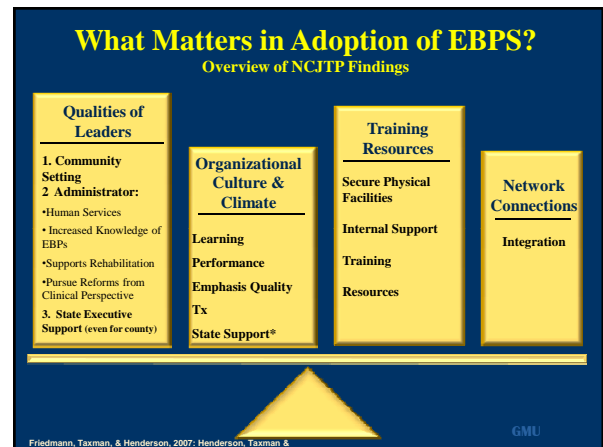
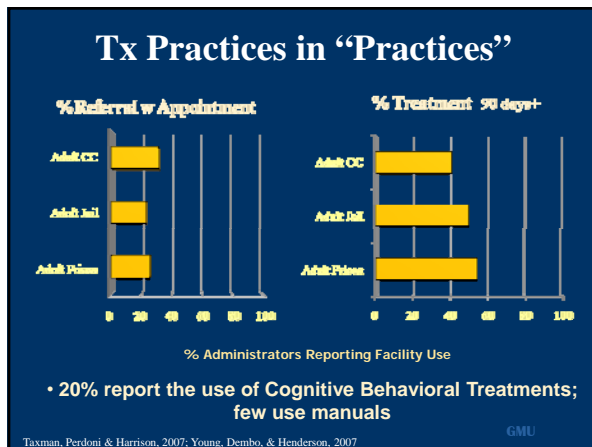
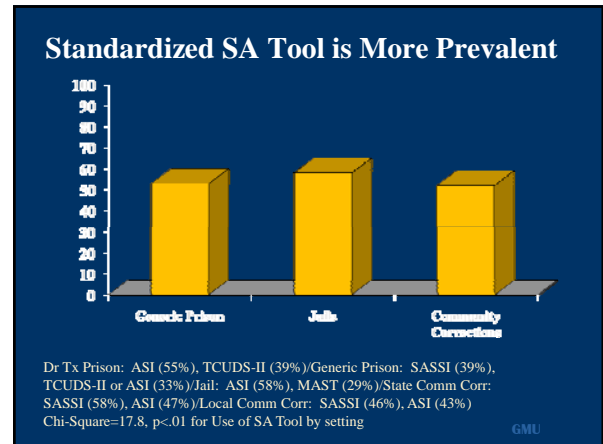
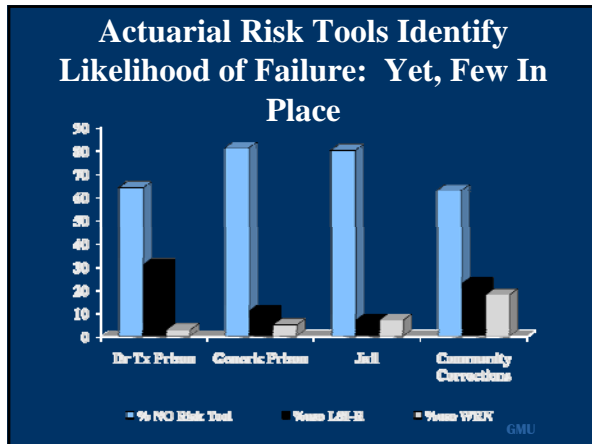
% of Respondents Providing EBPs

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Should Screen for...

- **Criminal Justice Risk**
 - 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**
 - 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**

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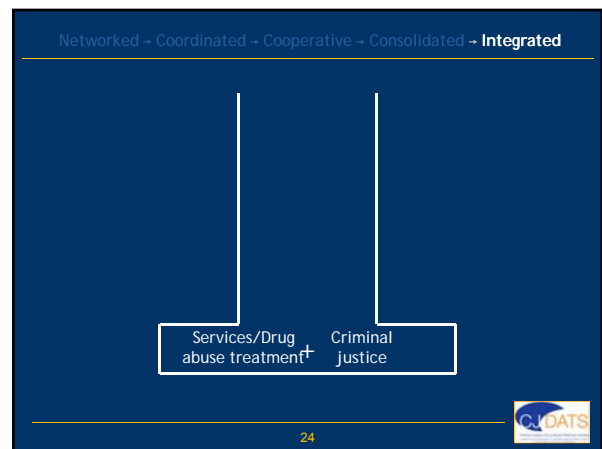
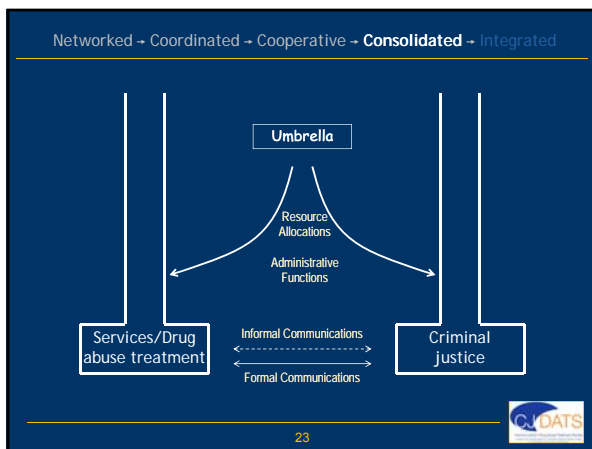
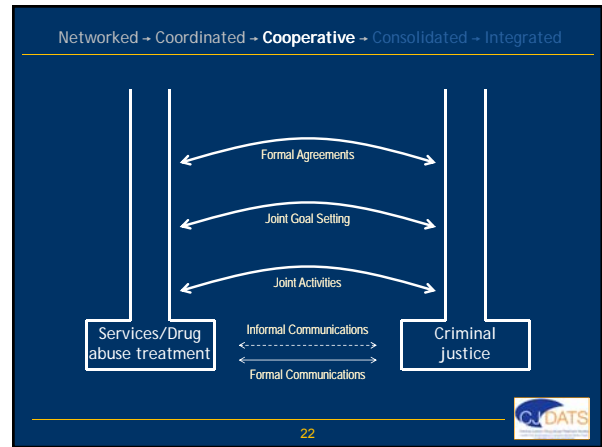
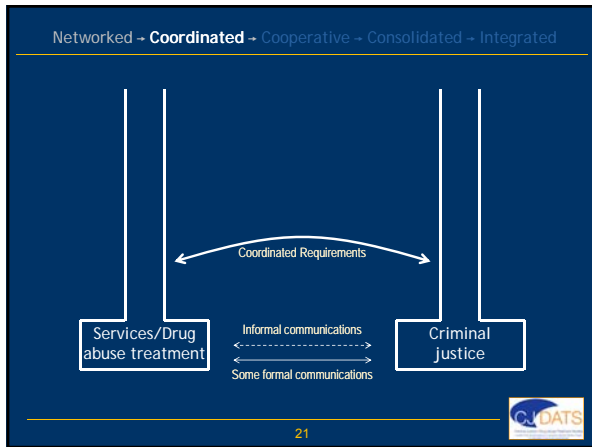
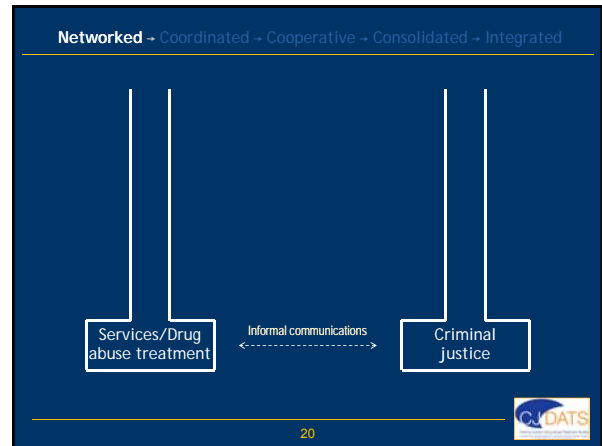
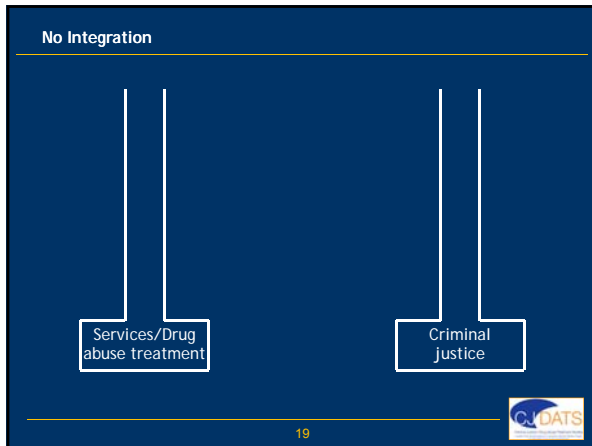


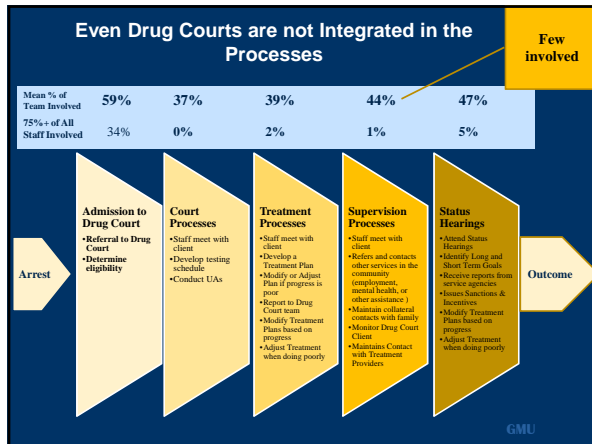
- ### Advances to Current Practice
- Use Standardized Risk Tool, SA Tool, Co-occurring Disorder Tool
 - Ensure that Treatment has phases—need longer time for CJ clients than SUD clients
 - Work with CJ Agencies to have **ACTIVE** Referral Processes —set appointments, share information, integrated, joint processing
 - Integrate CJ Interventions with SA Interventions—Drug Courts should be geared to High Risk Offenders between IOP and Residential Care
 - Use Contingency Management Protocols
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Working with CJ in Partnerships

<http://www.nicic.org/Library/020095>

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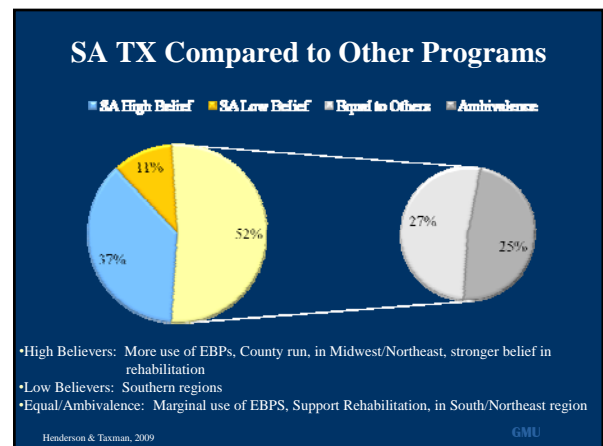


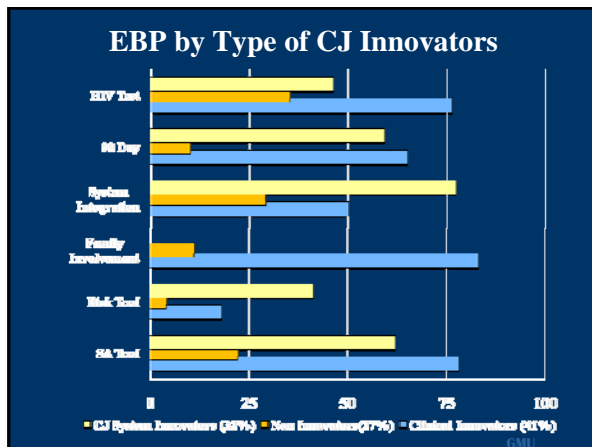
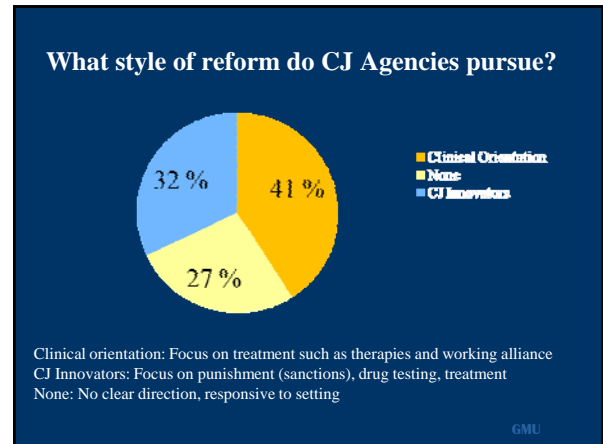
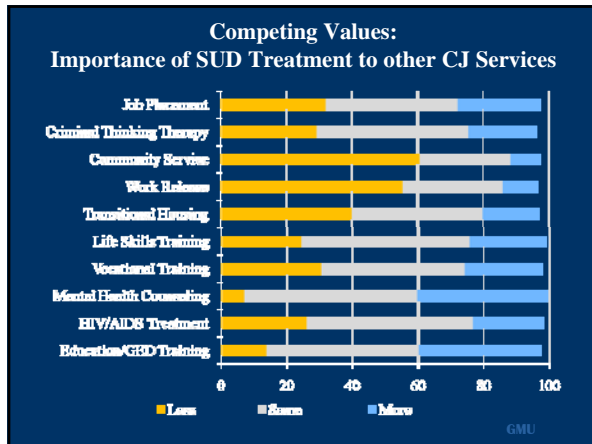
- ### 11 Service Delivery Techniques to Reach Integration
- Share Information on Overall Needs (Networking)
 - Develop Common Eligibility Criteria for Services
 - Develop Written Program that is delivered by multiple agencies
 - Joint Staffing in the Program
 - Joint Policy Manual that all agencies use
 - 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
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- ### 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
- Fletcher, et al, in press ; Taxman & Perdoni, 2007
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- ### 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**

What are the issues to achieving implementation?





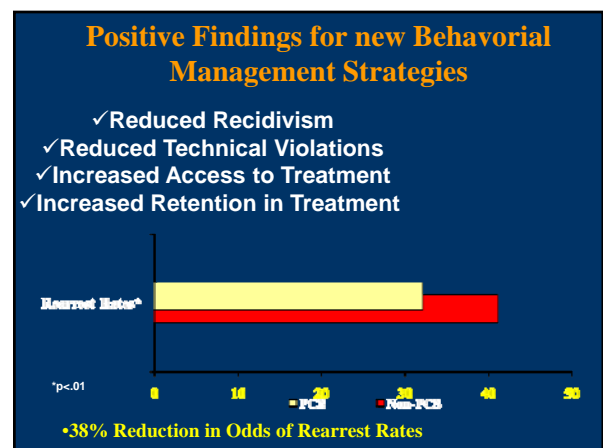
Advances in Changing CJ Cultures

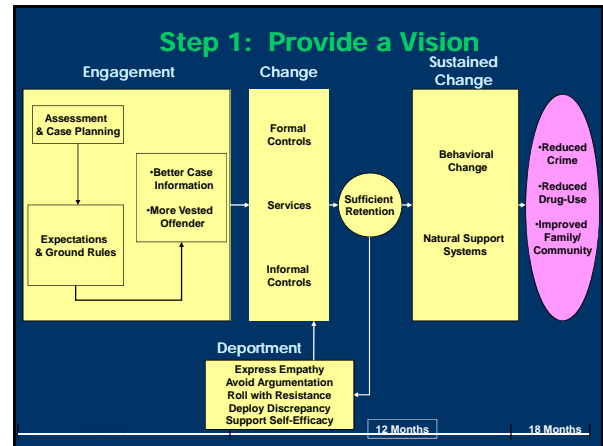
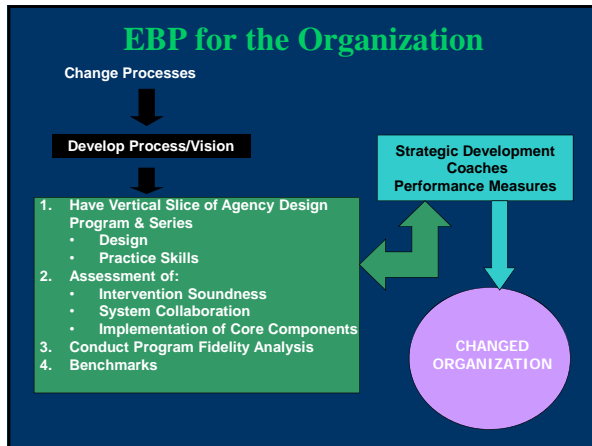
- Correctional cultures need to embrace *behavioral management techniques* of engagement, clear expectations, and rewards/consequences
- Change the role of probation/parole and correctional officers from security to facilitator of change
- Improves correctional environment by emphasizing that accountability is self-management of behavior
- Use evidence-based practices
 - Shown to reduce recidivism and technical violations
 - Creates culture of accountability
 - Alters role of officer to be a facilitator of change/behavioral manager

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Behavioral Management Strategies in Supervision

- Unclear rules
- Discretionary procedures
- CJ Procedures
- Focus on Conditions, not goals
- Outlaw *persona*
- Department/Respect
 - Office Decorum
 - Citizen *persona*
- Social Learning Model
 - Mutually Develop Plan Tied to Criminogenic Traits
 - Feedback on Risk/Need, Supervision Plan, Progress
 - Focus on Prosocial Networks
 - Tie to Stages of Supervision
 - Positive Reinforcers
- Clarify Expectations for Success





Step 2: Participatory Management

Staff and Management Skills

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



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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

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EBP Standards

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

Coaches

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




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Step 4: Organizational Climate

Climate: norms that include...

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



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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?

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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



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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

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Useful Resources




Special Edition of *Drug and Alcohol Dependence*, August 2009

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