GUIDING SYSTEM-LEVEL CHANGE: DEVELOPING A COMPREHENSIVE PLAN FOR INTEGRATING INNOVATIVE PROGRAMS INTO DRUG COURT

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Presentation Overview

- Program Implementation
  - Use of Evidence Based Practices (EBPs)
  - Program Integration
- Involving Individuals & Maximizing Buy-In
  - Taking a Coordinated Team Approach
  - External Team Members
- Guiding System-Level Change
  - Ensuring Sustainable, Institutional Change Using: Logic Models, Process Flow Charts, Organizational Charts
- Tracking and Evaluating Progress
  - Capturing Meaningful Outcomes
  - Reinforcing, Improving, & Sustaining Program Implementation

Who Are You?

Our Collective
Experience & Expertise

Program Implementation

Implementation as Integration

Use of Evidence-Based Practices (EBPs)

Mindful Integration vs. Additive Approach

Program Implementation

- Drug Courts are Not Static
  - Programs are phased in and out
  - Drug Court staff change over time
- Develop, Strengthen and Sustain an Efficacious Drug Court in the Face of Change
  - Program Implementation as Integration
    - Integration is a Process
    - Time-Intensive and Challenging
    - Impactful and Sustaining
  - Program Implementation Impact on Outcomes
    - Implementation Variability Related to Outcomes Achieved

  (Berkel, Mauricio, Schoenfelder, Sandler, 2011; Durlak & DuPre, 2008)

Approach implementation with purposeful consideration and a mindful approach.

Use of Evidence-Based Practices (EBPs)

- Benefit/Importance of Using EBPs
  - EBPs are interventions shown to be effective through research
  - The use of an EBP, when available and appropriate and used as intended, is most likely to produce the desired outcomes
- Different types of EBPs
  - System-level impact vs. localized impact
  - Regardless of impact type, EBP provides opportunity to examine overall system
    - Ensure EBP goals are consistent with Drug Court goals and objectives

Program Integration

ADDITIVE APPROACH	INTEGRATION APPROACH
Focus on Micro	Focus on Macro AND Micro
Involve Only Individuals Directly Responsible	Involve Individual at ALL Levels
Aims to add on	Aims to embed/integrate
Compartmentalized	Strategic Planning
Short-term	Sustainability

Involving Individuals & Maximizing Buy-In

Taking a Coordinated Team Approach

External Team Members

Group Activity

Taking a Coordinated Team Approach to Integrating an EBP: Why?

- Drug courts are multidisciplinary entities
- A coordinated drug court team is essential to effectively plan, implement, and operate the program
  - This concept is emphasized throughout the Ten Key Drug Court Components and the Juvenile Drug Courts: Strategies in Practice
  - Input is necessary from all involved entities to ensure any strategy will be successful
- Individuals involved in decision making processes will have a sense of ownership and be invested in the program's success

Taking a Coordinated Team Approach to Integrating an EBP: How?

- Take a proactive approach that promotes the drug court program's vision, mission, and goals
  - A group with a common charge will be more receptive to new supportive enhancements
- Schedule regular team meetings outside of staffings
  - Develop an agenda that ensures all participant input will be heard
- Provide/encourage ongoing interdisciplinary education and training
  - Will allow the team to understand each other's roles
  - Turnover is inevitable. So, cross training will make transition more seamless

Integrating External Stakeholders: Why?

- Community organizations and agencies external to day-to-day processes are invaluable resources

- The drug court has a unique role in connecting the community to criminal justice and substance abuse treatment systems

- These external entities provide services and linkages that set the stage for aftercare once the client leaves the program

Integrating External Stakeholders: How?

- Determine the program's needs, then brainstorm a list of agencies and organizations that can fill any gaps

- Dedicate a staff member to reach out to new partners

- Formalize participation of these agencies and organization through a steering committee that meets regularly and is involved in all stages of decision-making

- Always leave room for new partners, but choose strategically

Group Activity

- Scenario One: Your drug court received a grant that requires you to use a new evidence-based substance abuse treatment method. Your treatment provider(s) do not typically use this method.
  - Who do you involve in planning and implementation stages?
  - How do you promote the EBP?
  - How do you ensure the EBP sustains once the grant ends?

Group Activity

□ Scenario Two: Your juvenile drug court has experienced a recent influx of female clients. You find a gender-specific evidence-based curriculum to use in conjunction with treatment that will effectively address your changed population's needs.

◻ How do you promote the EBP?

◻ Who do you involve in planning and implementation stages?

◻ How do you secure funding for the EBP?

◻ How do you sustain the program?

Guiding System-Level Change

Ensuring Sustainable, Institutional Change Using:

Logic Models

Process Flow Charts

Tools to Guide Systems Change

- Two crucial tools can help develop a robust, cross-cutting understanding of your court and how your new EBP affects your existing system
  - **Logic Models**
  - **Process Flows**
- Each tool serves a slightly different purpose
  - How changes relate to your program's conceptual goals
  - How changes affect the actions you take
- An EBP may lend itself to one tool, but both are vital to a complete understanding
- Generating the tools offers an opportunity to examine your existing system

The Purpose of Logic Models

- A crosscutting, conceptual thesis for your program
- Relate what you **WANT** to do/change to what you **WILL** do, what you'll **ACCOMPLISH** by doing it, and how you'll **MEASURE** what you did
- Known & understood by entire team: If you don't know your mission, you don't have one
- Descriptive AND predictive/aspirational
- Accountability— Link activities to something you can measure
- Assess new program components

What's in a Logic Model

- **Problem, Sub-Problem**: What you're trying to address with your drug court
  - Example: "Drug-involved youth in the juvenile justice system"
- **Vision/Mission/Goals/Objectives**: What you want to do with your drug court
  - Example: "Increase the number of drug-free offenders"
- **Activities**: What you're doing to attain your goals & objectives
  - Example: "Evidence-based treatment to 25 clients with A-CRA"
- **Outputs/Outcomes/"Impacts"**: The measureable effects of the program
  - Example: Graduation % or the # of enrollees remaining drug fee at time X

SAMPLE LOGIC MODEL PROGRESSION
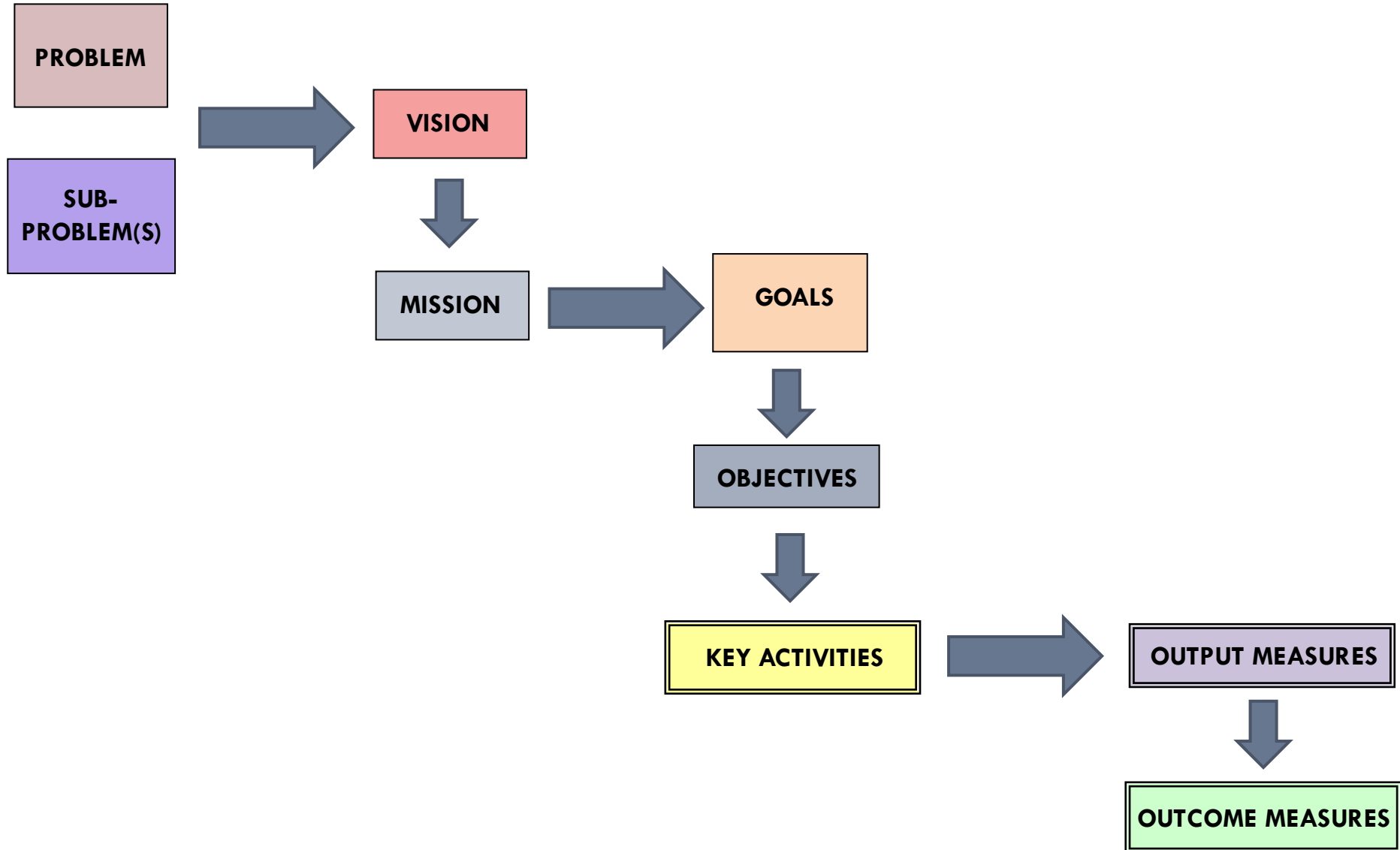
How to Make and Use a Logic Model

- Stakeholders, Stakeholders, Stakeholders!
- The journey is the destination (or at least part of it)
- More impactful when crafted as a group
- A living document: Revisit to keep it "fresh"
- Once you've made your model, use it to…
  - Look across systems at the **IMPACT** of your court and the **CHANGE** caused
  - Remind the team of your common goals
  - Assess any change against the logic model for conceptual alignment
  - Determine how you will measure the effect of any change

What are Process Flows?

- Describe how a client moves through the **ENTIRE** system
- Focus on **REALITY**
  - Describe the true decision making process– not the perfect one; Use that to improve the process, as needed
- Use a **SINGLE** document
  - Area-specific flows don't let you (or the client) see the "whole picture"
- Include **HONEST** timing information
- Data Flows are also helpful and follow the same principles but should be distinct
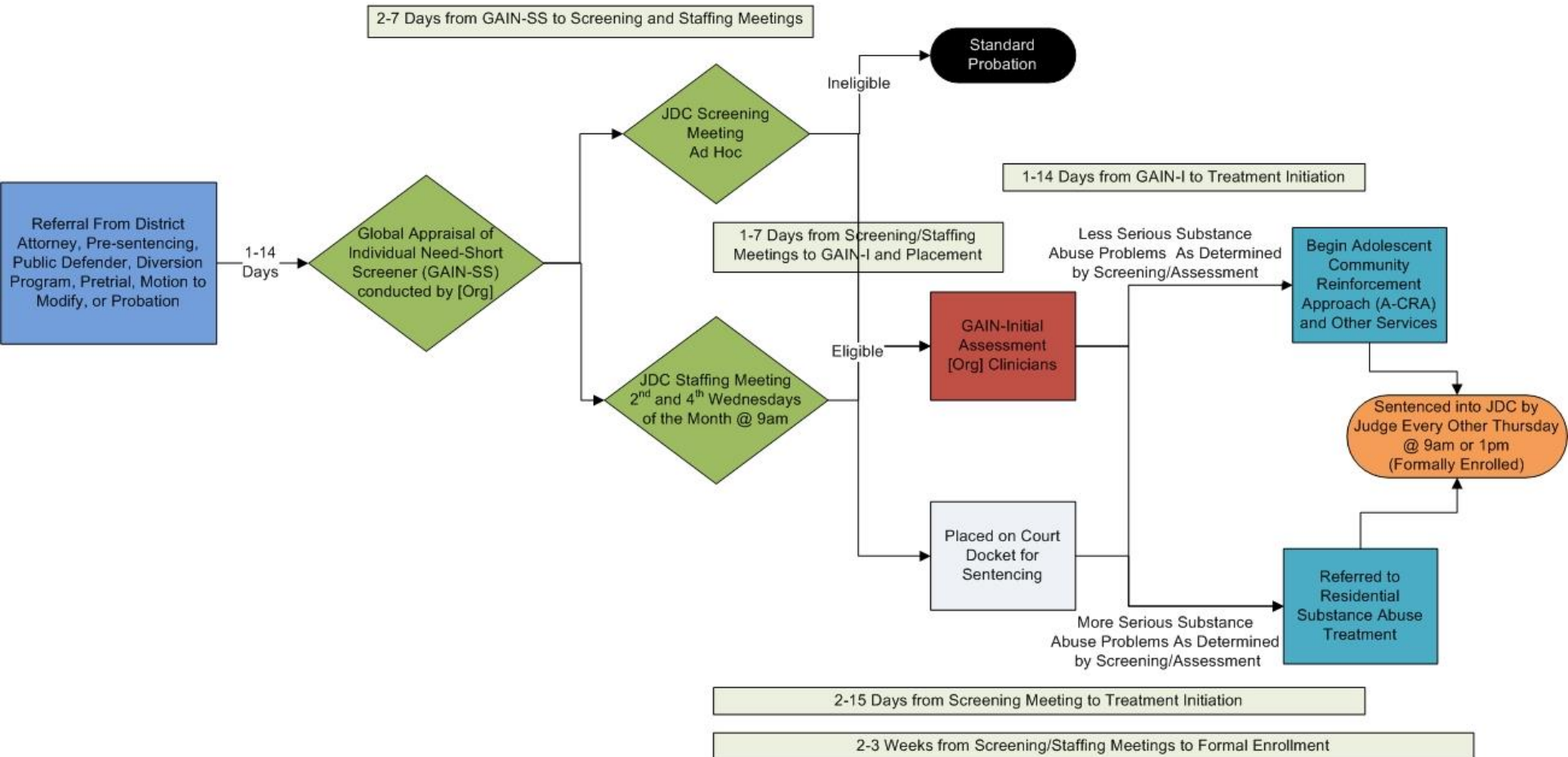
Keys Components of a Process Flow

- Begin at arrest/referral (depending on how your court works) and include:
- Clinical screenings and assessments— tool(s) used and relevant organization
- Screening/decision-making meetings
- Court sessions
  - Date and time of court
- Treatment Initiation
  - Type of treatment, provider, LOC,
- Paths for eligible/ineligible clients
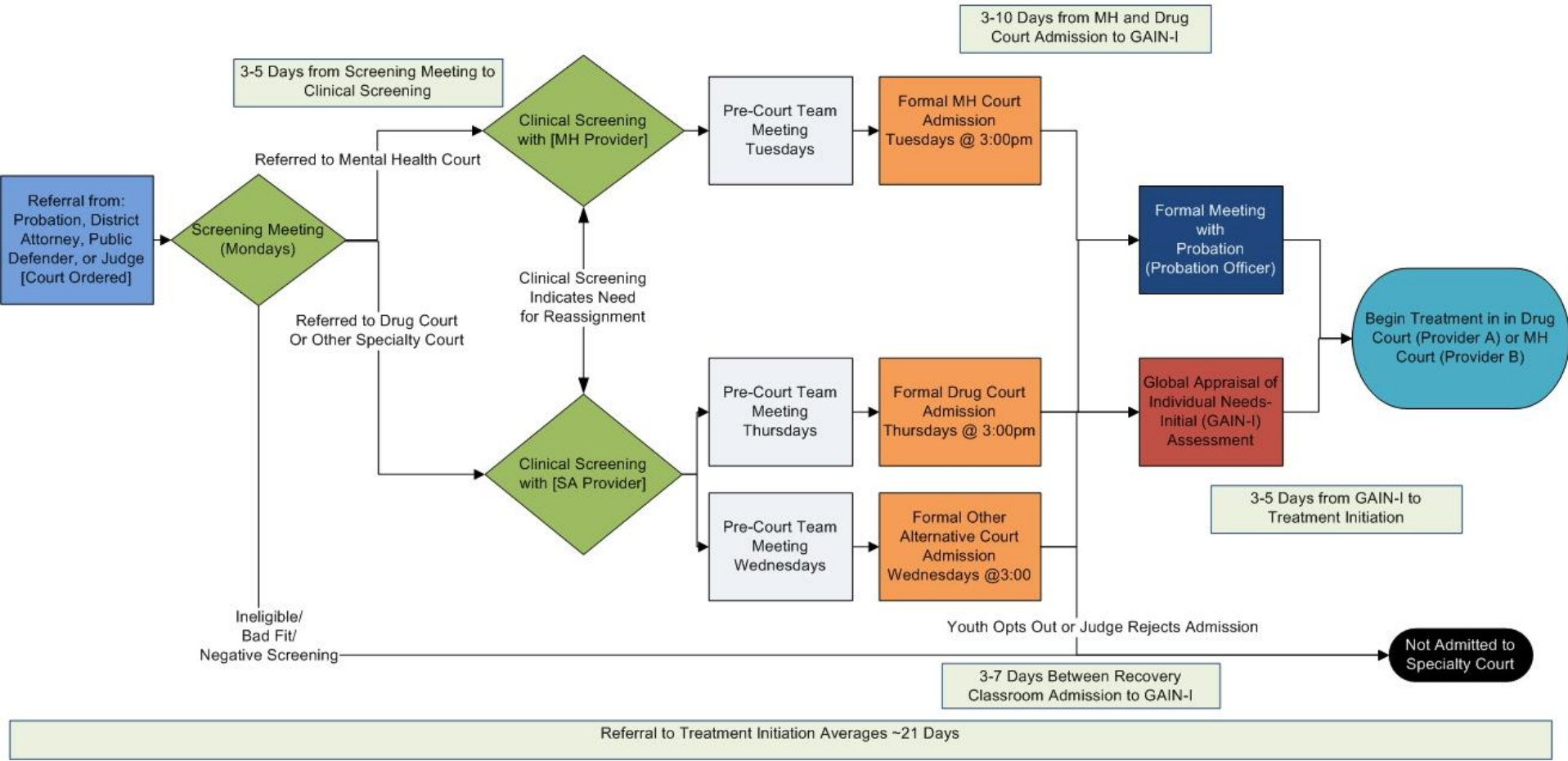- Timing between every step

Using Process Flows for Drug Court

- Provide a macro perspective: Showcase collaborate nature of drug court
- Assess how changes affect the entire program
  - Changing treatment providers, instituting a new track, or simply changing a screening tool may have major implications across many agencies
- Find areas for streamlining and areas for emulation
- Ensure sustainability and consistency in spite of staff turnover

Example Juvenile Drug Court (JDC)
Post-Adjudication

2-7 Days from GAIN-SS to Screening and Staffing Meetings

Standard Probation

JDC Screening Meeting Ad Hoc

Ineligible

1-14 Days from GAIN-I to Treatment Initiation

Referral From District Attorney, Pre-sentencing, Public Defender, Diversion Program, Pretrial, Motion to Modify, or Probation

1-14 Days

Global Appraisal of Individual Need-Short Screener (GAIN-SS) conducted by [Org]

1-7 Days from Screening/Staffing Meetings to GAIN-I and Placement

Less Serious Substance Abuse Problems As Determined by Screening/Assessment

Begin Adolescent Community Reinforcement Approach (A-CRA) and Other Services

GAIN-Initial Assessment [Org] Clinicians

Eligible

JDC Staffing Meeting 2nd and 4th Wednesdays of the Month @ 9am

Sentenced into JDC by Judge Every Other Thursday @ 9am or 1pm (Formally Enrolled)

Placed on Court Docket for Sentencing

Referred to Residential Substance Abuse Treatment

More Serious Substance Abuse Problems As Determined by Screening/Assessment

2-15 Days from Screening Meeting to Treatment Initiation

2-3 Weeks from Screening/Staffing Meetings to Formal Enrollment

Example Juvenile Drug Court (Complex) Post-Adjudication

Referral from: Probation, District Attorney, Public Defender, or Judge [Court Ordered]

Screening Meeting (Mondays)

3-5 Days from Screening Meeting to Clinical Screening

Referred to Mental Health Court

Referred to Drug Court Or Other Specialty Court

Ineligible/ Bad Fit/ Negative Screening

Clinical Screening with [MH Provider]

Clinical Screening Indicates Need for Reassignment

Clinical Screening with [SA Provider]

Pre-Court Team Meeting Tuesdays

Pre-Court Team Meeting Thursdays

Pre-Court Team Meeting Wednesdays

Formal MH Court Admission Tuesdays @ 3:00pm

3-10 Days from MH and Drug Court Admission to GAIN-I

Formal Drug Court Admission Thursdays @ 3:00pm

Formal Other Alternative Court Admission Wednesdays @3:00

Formal Meeting with Probation (Probation Officer)

Global Appraisal of Individual Needs-Initial (GAIN-I) Assessment

Begin Treatment in in Drug Court (Provider A) or MH Court (Provider B)

3-5 Days from GAIN-I to Treatment Initiation

Youth Opts Out or Judge Rejects Admission

Not Admitted to Specialty Court

3-7 Days Between Recovery Classroom Admission to GAIN-I

Referral to Treatment Initiation Averages ~21 Days

Tracking & Evaluating Progress

Capturing Meaningful Outcomes

Reinforcing, Improving, & Sustaining Program Implementation

Program Enrollment

Program Referral, Eligibility, and Enrollment					
Drug Court	Number of Youth Referred to Drug Court	Percent Referred from the Juvenile Justice System	Percent Referred from Other Sources	Percent Who Met Drug Court Criteria	Percent of Those Who Met the Criteria Who were Enrolled in the Drug Court
1	27	62%	38%	81%	100%
2	48	100%	0%	100%	83%

- ☐ Can inform procedure used to identify individuals in need of program services and used to promote program
- ☐ Can inform referral process and procedure
- ☐ Can inform enrollment procedure

Program Retention & Meeting Client Needs

Status of Drug Court Clients		
Status in Drug Court	Drug Court	
	1	2
Positive Status	92%	50%
Still in Treatment	14%	13%
Discharged to Community	4%	27%
Transferred for Further Treatment	74%	10%
Negative Status	3%	40%
Status Unknown	5%	10%

- Can inform screening and assessment procedure
- Can inform program services and partnerships

Client Outcomes: Recidivism

Recidivism Rate During Year Following Enrollment in Drug Court
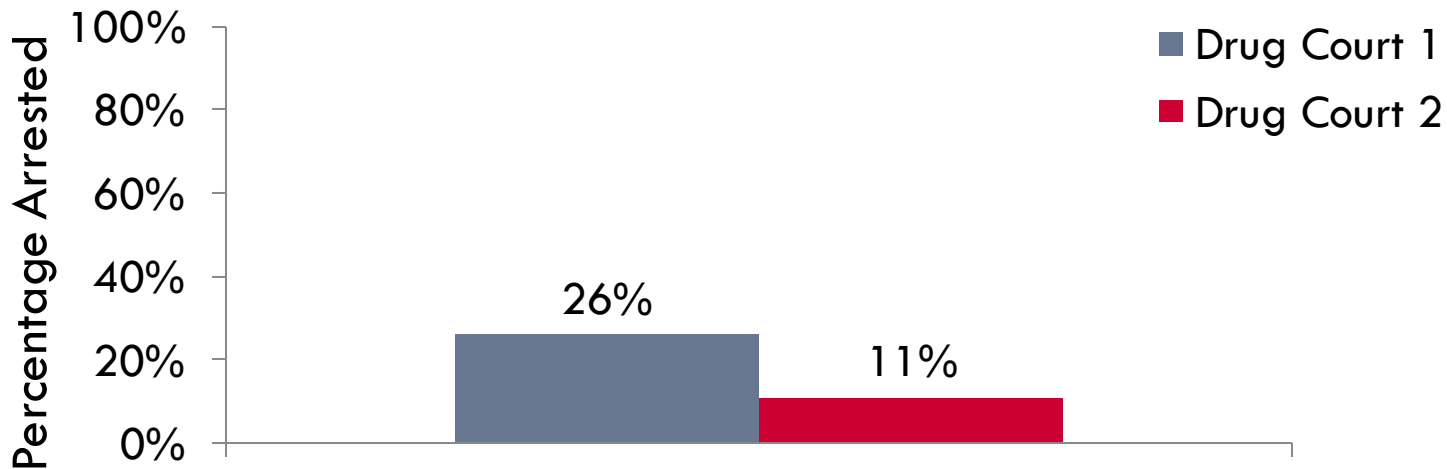
- ☐ Can indicate program successes & suggest areas for improvement
- ☐ Can inform & support sustainability efforts

Client Outcomes: Substance Use

Days of Alcohol and/or Illicit Drug Use During the Past 30 Days
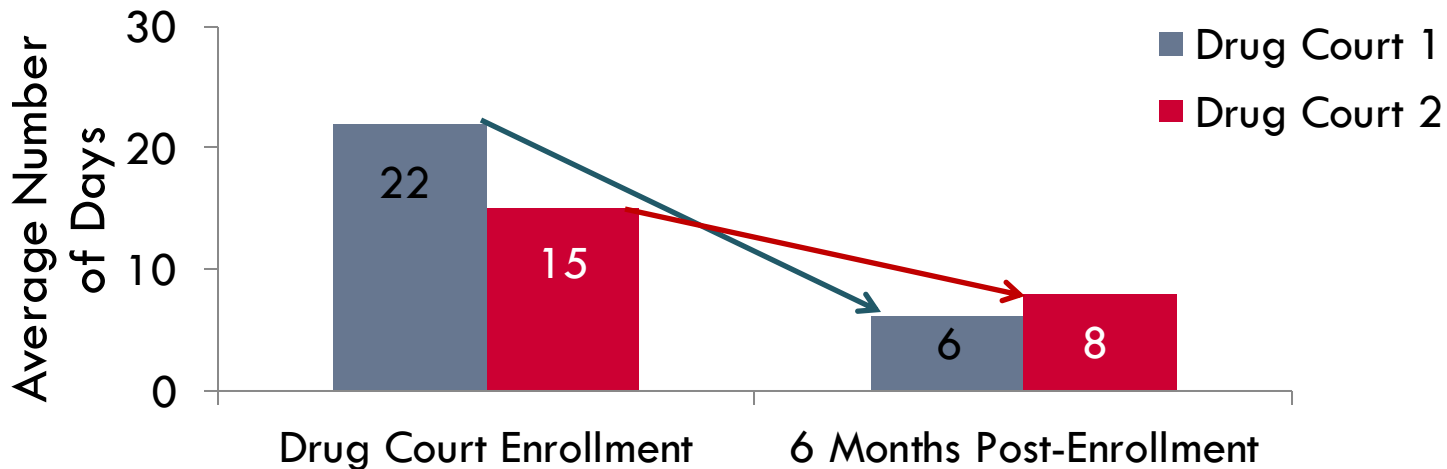
- Can indicate program successes & suggest areas for improvement
- Can inform & support sustainability efforts

Utilization of Community Resources

Utilization of Community Resources	Drug Court 1		Drug Court 2	
	Number Available in Community	Percent that are Utilized by the Drug Court	Number Available in Community	Percent that are Utilized by the Drug Court
All Service Organizations	84	51%	51	80%
Behavioral/ Mental Health	6	100%	8	75%
Substance Abuse Treatment	28	93%	18	83%
Education/ Employment	8	100%	4	50%
Other services	42	7%	21	86%

- ☐ Can inform partnerships with other service-related organizations
- ☐ Can identify system-level changes that have occurred
- ☐ Can inform sustainability efforts

Process Flow

- Can identify system-level changes that have occurred
- Can inform sustainability efforts

Summary & Conclusion

- Successful integration of programs requires …
    - … thoughtful examination of current operations,
    - … desired future outcomes,
    - … and strategic planning.
- The process of integration should focus on …
    - … guiding system-level change,
    - … involving individuals at all levels to maximize buy-in and success,
    - … and tracking and evaluating progress.
- The process is not always easy or quick but can increase the probability of successful program integration and increase program sustainability.

Questions?