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

<table>
<thead>
<tr>
<th>ADDITIVE APPROACH</th>
<th>INTEGRATION APPROACH</th>
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<tbody>
<tr>
<td>Focus on Micro</td>
<td>Focus on Macro AND Micro</td>
</tr>
<tr>
<td>Involve Only Individuals Directly Responsible</td>
<td>Involve Individual at ALL Levels</td>
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<tr>
<td>Aims to add on</td>
<td>Aims to embed/integrate</td>
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<tr>
<td>Compartmentalized</td>
<td>Strategic Planning</td>
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<tr>
<td>Short-term</td>
<td>Sustainability</td>
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Involving Individuals & Maximizing Buy-In

Taking a Coordinated Team Approach
External Team Members
Group Activity
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?
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 ACHIEVE 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 measurable effects of the program
  - Example: Graduation % or the # of enrollees remaining drug free at time X
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

1-14 Days from Referral

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

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

GAIN-Initial Assessment [Org], Clinicians

JDC Screening Meeting Ad Hoc

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

Eligible

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

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

Less Serious Substance Abuse Problems As Determined by Screening/Assessment

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

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

Ineligible

Standard Probation

1-14 Days from GAIN-1 to Treatment Initiation

More Serious Substance Abuse Problems As Determined by Screening/Assessment

Referred to Residential Substance Abuse Treatment

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)
- Referred to Mental Health Court
- Referred to Drug Court or Other Specialty Court

Clinical Screening with [MH Provider]
- Clinical Screening Indicates Need for Reassignment

Clinical Screening with [SA Provider]
- Ineligible/Bad Fit/Negative Screening

Pre-Court Team Meeting Tuesdays
- Pre-Court Team Meeting Thursdays
- Pre-Court Team Meeting Wednesdays

Formal MH Court Admission Tuesdays @ 3:00pm

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

3-5 Days from GAIN-I to Treatment Initiation

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

YouthOpts Out or Judge Rejects Admission

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

Referral to Treatment Initiation Averages ~21 Days

Not Admitted to Specialty Court
Tracking & Evaluating Progress

Capturing Meaningful Outcomes
Reinforcing, Improving, & Sustaining Program Implementation
Program Enrollment

Program Referral, Eligibility, and Enrollment

<table>
<thead>
<tr>
<th>Drug Court</th>
<th>Number of Youth Referred to Drug Court</th>
<th>Percent Referred from the Juvenile Justice System</th>
<th>Percent Referred from Other Sources</th>
<th>Percent Who Met Drug Court Criteria</th>
<th>Percent of Those Who Met the Criteria Who were Enrolled in the Drug Court</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>27</td>
<td>62%</td>
<td>38%</td>
<td>81%</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>48</td>
<td>100%</td>
<td>0%</td>
<td>100%</td>
<td>83%</td>
</tr>
</tbody>
</table>

- 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

<table>
<thead>
<tr>
<th>Status of Drug Court Clients</th>
<th>Drug Court</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Status in Drug Court</strong></td>
<td></td>
</tr>
<tr>
<td>Positive Status</td>
<td>92%</td>
</tr>
<tr>
<td>Still in Treatment</td>
<td>14%</td>
</tr>
<tr>
<td>Discharged to Community</td>
<td>4%</td>
</tr>
<tr>
<td>Transferred for Further Treatment</td>
<td>74%</td>
</tr>
<tr>
<td>Negative Status</td>
<td>3%</td>
</tr>
<tr>
<td>Status Unknown</td>
<td>5%</td>
</tr>
</tbody>
</table>

- 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

- Can indicate program successes & suggest areas for improvement
- Can inform & support sustainability efforts

### Days of Alcohol and/or Illicit Drug Use During the Past 30 Days

<table>
<thead>
<tr>
<th></th>
<th>Drug Court 1</th>
<th>Drug Court 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug Court Enroll</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>6 Months Post-Enrollment</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>
## Utilization of Community Resources

<table>
<thead>
<tr>
<th>Utilization of Community Resources</th>
<th>Drug Court 1</th>
<th>Drug Court 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number Available in Community</td>
<td>Percent that are Utilized by the Drug Court</td>
</tr>
<tr>
<td>All Service Organizations</td>
<td>84</td>
<td>51%</td>
</tr>
<tr>
<td>Behavioral/ Mental Health</td>
<td>6</td>
<td>100%</td>
</tr>
<tr>
<td>Substance Abuse Treatment</td>
<td>28</td>
<td>93%</td>
</tr>
<tr>
<td>Education/ Employment</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Other services</td>
<td>42</td>
<td>7%</td>
</tr>
</tbody>
</table>

- 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
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: Contact Alison Greene, 520-295-9339 x206, greene@email.arizona.edu

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