



NDCI

NATIONAL DRUG COURT INSTITUTE

TEAMING UP

Developed by:
National Drug Court Institute

©NDCI, January 5, 2018

The following presentation may not be copied in whole or in part without the written permission of the author of the National Drug Court Institute. Written permission will generally be given upon request.

Disclosure

- This project was supported by Grant No. 2016-DC-BX-K007 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office.
- Points of views or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



STANDARD VII

A Dedicated, Multidisciplinary Team of Professionals that . . .

- ✓ Manages the day-to-day operations
- ✓ Reviews participant progress
- ✓ Contributes observations & recommendations based on expertise
- ✓ Delivers & oversees the delivery of legal, treatment, and supervision services

OBJECTIVES

Composition
and Training

Sharing
Information

TEAM

Communication
and
Decision
Making

Pre-Court
Staffing and
Status Hearings





YOUR TEAM

TEAM COMPOSITION



**Program
Coordinator**

Prosecutor

**Treatment
Representative**

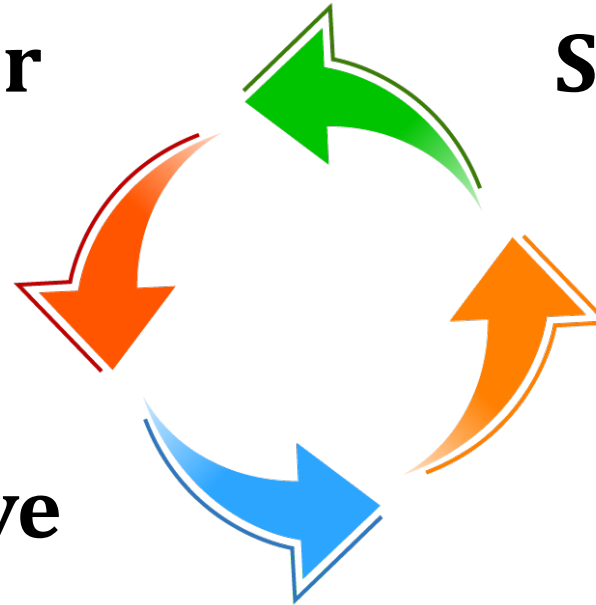
Judge

**Community
Supervision**

**Law Enforcement
Officer**

Evaluator

**Defense Counsel
Representative**



JUDGE

Message: "Someone in authority cares."

Typically, a trial court judge leads the treatment court team; however, in some jurisdictions a judicial officer such as a magistrate or commissioner may preside over the treatment court.



JUDGE – DUTIES

- ✓ Leader of the team
- ✓ Knowledgeable about policies and procedures
- ✓ Knowledgeable about client's case
- ✓ Knows them by name
- ✓ Encourages them to succeed
- ✓ Emphasizes treatment
- ✓ Not intimidating
- ✓ Approachable
- ✓ Lets them tell their story
- ✓ Treats them fairly and with respect
- ✓ Impartial – does not prejudge



JUDGE – RESEARCH FACTS

The judge spends an average of 3 minutes or more per participant during status review hearings

Recidivism reduction * ↑ 153%

Cost savings* ↑ 36%

The judge was assigned to treatment court on a voluntary basis

Recidivism reduction* ↑ 84%

Cost savings* ↑ 4%

The judge's term is indefinite

Recidivism reduction* ↑ 35%

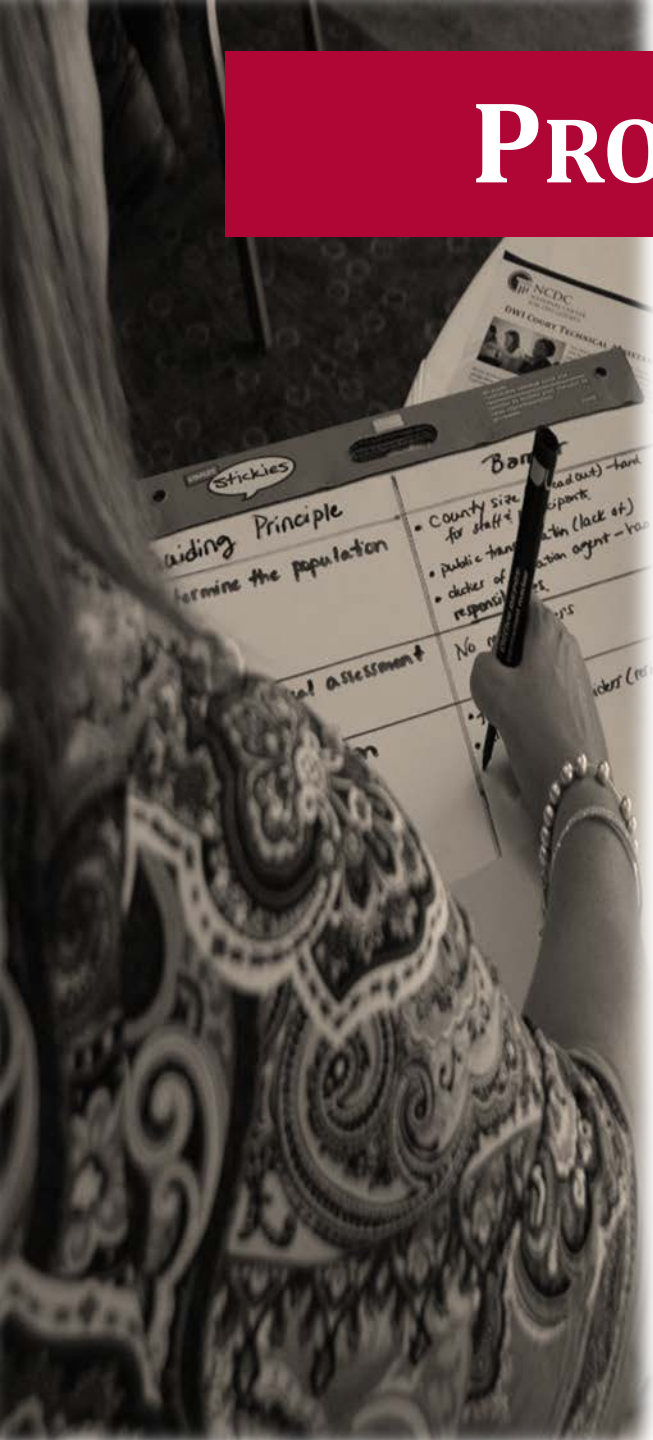
Cost savings* ↑ 17%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.



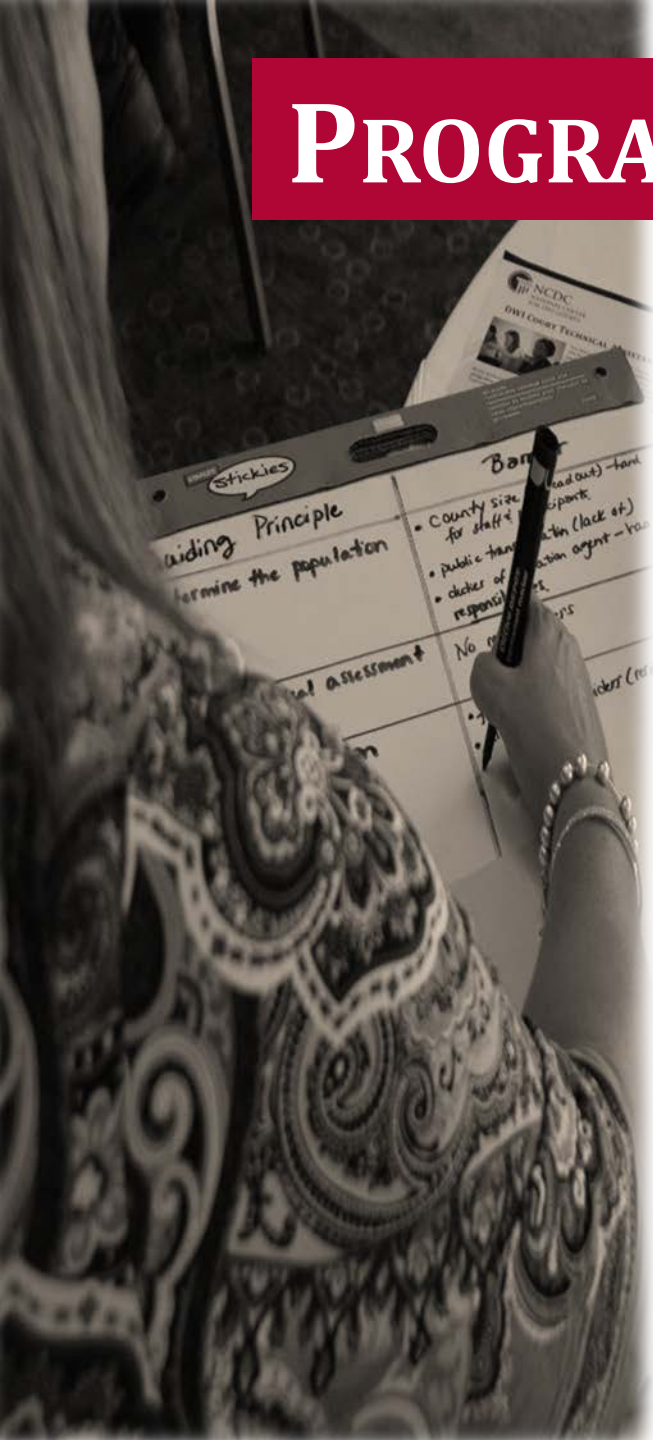
PROGRAM COORDINATOR

- ✓ Court administrator
- ✓ Senior probation officer
- ✓ Case manager
- ✓ Clinician



PROGRAM COORDINATOR – DUTIES

- ✓ Maintains accurate and timely records
- ✓ Oversees fiscal and contractual obligations
- ✓ Facilitates communication between team members and partner agencies
- ✓ Ensures that policy and procedures are followed
- ✓ Oversees collection of performance and outcome data
- ✓ Schedules court sessions and staff meetings
- ✓ Orients new hires





PROSECUTOR – “NONADVERSARIAL APPROACH”

Typically an assistant district attorney

- ✓ Advocates for public safety
- ✓ Advocates for victim interest
- ✓ Holds participants accountable for meeting their obligations
- ✓ May help resolve other pending legal cases that affect participants' legal status or eligibility

PROSECUTOR – RESEARCH

Prosecutor attends staffing

Cost savings* ↑ 171%

Prosecutor attends court sessions

Recidivism reduction* ↑ 35%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.





DEFENSE ATTORNEY – “NONADVERSARIAL APPROACH”

Typically an assistant public defender or private defense attorney specializing in treatment court cases

- ✓ Ensures that constitutional rights are protected
- ✓ Advocates for participant’s stated interests
- ✓ Handles day-to-day issues related to participants in the treatment court
- ✓ Must define their role as “defense attorney” on the team

DEFENSE ATTORNEY – RESEARCH

**Defense attorney
attends staffing**

Cost savings* ↑ 93%

**Defense attorney attends
court sessions**

Recidivism reduction* ↑ 35%

*Recidivism reduction and cost savings relative to courts that do not follow these practices.



A person in a light-colored shirt and glasses is looking at a document with a pen. The document has some text and a logo that says "NDCI".

COMMUNITY SUPERVISION

Typically a *probation officer* or
pretrial services officer

- ✓ Performs drug and alcohol testing
- ✓ Conducts home and/or employment visits
- ✓ Enforces curfews and travel restrictions
- ✓ Delivers cognitive-behavioral interventions

TREATMENT REPRESENTATIVE

Typically an addiction counselor,
social worker, psychologist, or
clinical case manager

CHANGE



TREATMENT REPRESENTATIVE – RESEARCH

Treatment communicates with court via email

Recidivism reduction* ↑ 119%

**Treatment court works with two
or fewer treatment agencies**

Recidivism reduction* ↑ 76%

**Treatment court offers
mental health treatment**

Recidivism reduction* ↑ 80%

**3x greater savings when
treatment includes a phase
on relapse prevention**

**Treatment attends court
sessions**

Recidivism reduction* ↑ 100%

*Recidivism reduction relative to courts that do not follow these practices.



A woman with long dark hair and glasses is seated at a table, focused on writing in a spiral notebook. She is wearing a grey polo shirt with a name tag that reads 'NCDL' and 'The Role of...'. The table is covered with several other notebooks and papers. The background is slightly blurred, showing other people and what appears to be a conference or training setting.

TREATMENT REPRESENTATIVE DUTIES – REFER TO STANDARD V – VOL. I

- ✓ Manages delivery of treatment services
- ✓ Administers behavioral or cognitive-behavioral treatments that are documented in **manuals and have been demonstrated to improve outcomes**
- ✓ **Provides clinical case management** – at least *one* individual session per week during the first phase of the program
- ✓ Provides relapse prevention and continuing care plans
- ✓ Develops a continuing care plan with participants



LAW ENFORCEMENT

Typically a police officer, deputy sheriff, highway patrol officer, or jail official serves on the team

- ✓ Assists with home or employment visits
- ✓ Observes participants in the community – “eyes and ears of the team”
- ✓ Acts as a liaison between treatment court and police department, sheriff’s office, jail, and correctional system

LAW ENFORCEMENT – RESEARCH

**Law enforcement is a member of
the treatment court team**

Recidivism reduction* ↑ 88%

Law enforcement attends court sessions

Recidivism reduction* ↑ 83%

*Recidivism reduction
relative to courts that do not
follow these practices.





EVALUATOR

Typically an independent skilled evaluator or professor from a local university, college student, statewide evaluator, or local county evaluator

- ✓ Examines whether the treatment court is adhering to best practices and participant outcomes no less than every 5 years
- ✓ Helps the team identify the performance data elements to be collected
- ✓ Identifies a comparison group for the evaluation

WHAT ARE WE DISCUSSING PRIOR TO STAFFING?





EMAIL COMMUNICATION

- ✓ For current updates on clients
- ✓ Arrange special staffing sessions (If Needed)
- ✓ Keep team updated on any new changes
- ✓ Notification of missed Drug Test
- ✓ Missed appointments and or scheduled status review hearings

Treatment communicates with court via email

Recidivism reduction* ↑ 119%

WHAT ARE WE DISCUSSING AT THE STAFFING?



DRUG COURT STAFFING / PRE-CASE CONFERENCING

What

- ✓ The purpose of staffing is to present a coordinated response to offender behavior

Who

- ✓ Judge
- ✓ Coordinator
- ✓ Prosecutor
- ✓ Defense counsel
- ✓ Treatment
- ✓ Probation
- ✓ Law enforcement

When

Anytime prior to seeing the participant

- ✓ Eligibility
- ✓ Arraignment
- ✓ Progress report
- ✓ Probation revocation or termination
- ✓ Regression or advancement
- ✓ Return on warrant
- ✓ Pre-graduation or graduation

Why

- ✓ Shared decision making
- ✓ Docket control
- ✓ Informed approach
- ✓ Empowerment of team



PRE-COURT STAFF MEETINGS

- ✓ Review participants' progress
- ✓ Develop a plan to improve outcomes
- ✓ Prepare for court hearings
- ✓ Held in conjunction with treatment court status hearings
- ✓ Consistent attendance by all team members
- ✓ Staffings are presumptively closed



SHARING INFORMATION – STAFF MEETINGS

- ✓ Assessment results pertaining to a participant's eligibility to include treatment and supervision needs
- ✓ Attendance at scheduled appointments
- ✓ Drug and alcohol test results
- ✓ Treatment plan goals, such as completion of required counseling regimen
- ✓ Evidence of symptom resolutions, such as reduction in drug cravings or withdrawal symptoms



SHARING INFORMATION – STAFF MEETINGS

- ✓ Treatment court phase requirements, such as obtaining and maintaining employment or enrolling in an educational program
- ✓ Compliance with electronic monitoring, home curfews, travel limitations, and geographic or association restrictions



5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION

1. Lack of Clarity

- Be concise
- Avoid sarcasm or being condescending
- Give your point quickly, give the listener context, and check for understanding

2. Inconsistency

- Deliver the same message to everyone
- Be aware how mood and thoughts effect the message
- If inconsistency happens, own the behavior instead of passing blame



5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION

3. Language Differences

- Beware of *ACRONMYS*
- Criminal Justice \neq Treatment
- Understand each team member has a vital role that they need to advocate for

4. Not Enough Listening

- Communication is a two-way street
- Limit distractions
- Practice Active Listening



5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION

5. Non-Verbal Cues

- What you don't say... is just as important as what you say
- Don't assume everyone's non-verbal cues are the same (cultural differences)
- Make sure your body language is communicating an open message
- Crossed arms, eye rolling, furrowing your brow = closed to the discussion!!



STATUS HEARINGS

Held biweekly at minimum

Recidivism reduction* ↑ 48%

All team members in attendance

Recidivism reduction* ↑ 35%

*Recidivism reduction relative to courts that do not follow these practices

- ✓ Team members may report on participant's progress, offer praise, or answer additional questions from the judge
- ✓ “Courtroom as **THEATER**” – *colloquially*
- ✓ Mike your participants
- ✓ Ask open-ended and skill-building questions





Additional Reminders

TEAM TRAINING

New hires complete a formal training or orientation

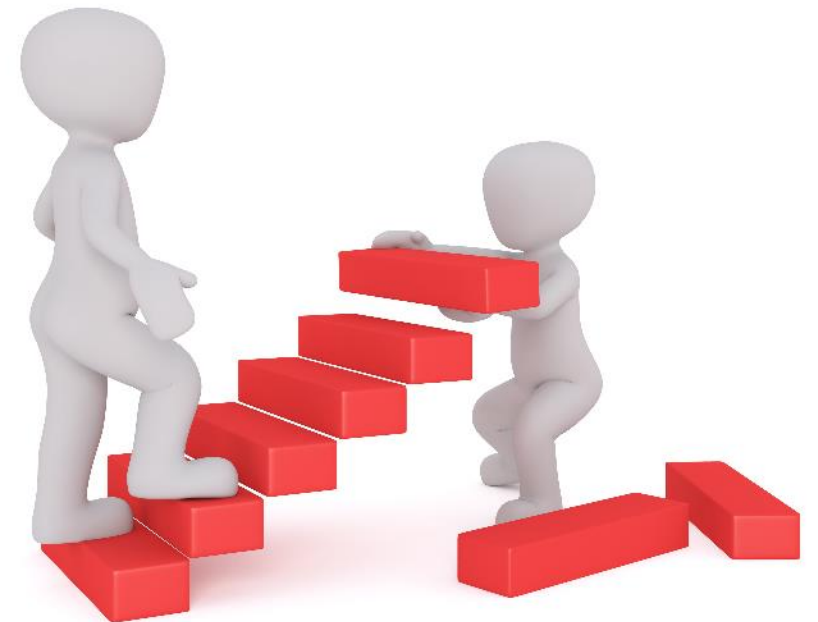
Recidivism reduction* ↑ 57%

All team members received training prior to implementation

Cost savings* ↑ 238%

- ✓ Pre-implementation training
- ✓ Continuing education workshops
- ✓ Tutorials for new staff
 - ✓ Orientation
 - ✓ Online training at NDCI.org

*Recidivism reduction and cost savings relative to courts that do not follow these practices.



Thank
you



Daryl D. Jackson, PhD

Project Director

National Drug Court Institute

Djackson@ndci.org

(571)384-1852