

**LEARNING EXCHANGE:
FROM JUVENILE
TREATMENT DRUG
COURTS TO JUVENILE
HEALING TO WELLNESS
COURTS**

**Tribal Wellness Courts Enhancement Trainings
Annual Training Conference
September 8, 2015**

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NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES

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JUVENILE DRUG COURTS: STRATEGIES IN PRACTICE

1. **Collaborative Planning:** Engage all stakeholders in creating an interdisciplinary, coordinated, and systemic approach to working with youth and their families.
2. **Teamwork:** Develop and maintain an interdisciplinary, nonadversarial work team.
3. **Clearly Defined Target Population and Eligibility Criteria:** Define a target population and eligibility criteria that are aligned with the program's goals and objectives.
4. **Judicial Involvement and Supervision:** Schedule frequent judicial reviews and be sensitive to the effect that court proceedings can have on youth and their families.
5. **Monitoring and Evaluation:** Establish a system for program monitoring and evaluation to maintain quality of service, assess program impact, and contribute to knowledge in the field.
6. **Community Partnerships:** Build partnerships with community organizations to expand the range of opportunities available to youth and their families.
7. **Comprehensive Treatment Planning:** Tailor interventions to the complex and varied needs of youth and their families.
8. **Developmentally Appropriate Services:** Tailor treatment to the developmental needs of adolescents.
9. **Gender-Appropriate Services:** Design treatment to address the unique needs of each gender.
10. **Cultural Competence:** Create policies and procedures that are responsive to cultural differences and train personnel to be culturally competent.
11. **Focus on Strengths:** Maintain a focus on the strengths of youth and their families during program planning and in every interaction between the court and those it serves.
12. **Family Engagement:** Recognize and engage the family as a valued partner in all components of the program.
13. **Educational Linkages:** Coordinate with the school system to ensure that each participant enrolls in and attends an educational program that is appropriate to his or her needs.
14. **Drug Testing:** Design drug testing to be frequent, random, and observed. Document testing policies and procedures in writing.
15. **Goal-Oriented Incentives and Sanctions:** Respond to compliance and noncompliance with incentives and sanctions that are designed to reinforce or modify the behavior of youth and their families.
16. **Confidentiality:** Establish a confidentiality policy and procedures that guard the privacy of the youth while allowing the drug court team to access key information.



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IMPROVING PRACTICE IN COURTS ACROSS AMERICA

- **JTDC Project Advisory Committee**
 - Multi-Agency collaborative focused on improving practice
- **JTDC Training**
 - Improving practice on a national, regional, and local level
- **JTDC Technical Assistance**
 - Targeted one-on-one assistance for JDC teams to learn and implement recommended practice
- **JTDC Demonstration Sites**
 - A community of learning focused on implementation, process, and evaluation
- **JTDC Resources and Tools**
 - Providing JDC teams with practical guidelines and tools to facilitate the implementation process

- *Points of view or opinions expressed in this webinar are those of the presenter(s) and do not necessarily represent the official position or policies of OJJDP or the U.S. Department of Justice.*

OBJECTIVES

- Participants will learn about how to have individualized responses to youth behavior.
- Participants will learn about program-wide incentives to motivate families to engage in the program, upward phase movement, and promote a strength-based atmosphere.
- Participants will learn how to use their own data to improve their own program.

RESEARCH ON JJ SYSTEM RESPONSES TO YOUTHFUL OFFENDERS

- Holding youth accountable for wrongdoing and having youth accept responsibility in a process perceived as fair promotes healthy moral development and legal socialization.
- Holding youth accountable and punishing youth in a process perceived as unfair can reinforce social disaffection and antisocial behavior.
- Policies and programs that are predominantly punitive neither foster youth prosocial development nor reduce recidivism.

RESEARCH ON JJ SYSTEM RESPONSES TO YOUTHFUL OFFENDERS

- There is no convincing evidence that confinement of juvenile offenders beyond a minimum amount required for public safety and to provide intense services reduces likelihood of subsequent offending.
- Any patterns of racial disparities are likely to contribute to perceptions of unfairness and impede efforts to engage minority youth.

INDIVIDUAL RESPONSES

CONTINGENCY MANAGEMENT

“Contingency management incorporates a relatively comprehensive framework in attenuating the negative effects of substance use risk factors while building protective factors such as social skills, family involvement, and contacts with prosaically peers.”

(Contingency Management for Adolescent Substance Abuse: A Practitioner’s Guide by Scott W. Henggeler, Phillippe B. Cunningham, Melisa D. Rowland, Sonja K. Schoenwald, and Associates, p. 3)

REASONS WHY TREATMENT COURTS SHOULD IMPLEMENT CM

- Theories are based on cognitive behavioral therapy, which has been proven to work with adolescents, and is vastly used in outpatient settings
- It can be easily adapted within the treatment court
- This is the court's therapeutic response
- In their study of six juvenile drug courts, Henggeler et al (2006) found stronger outcomes for those youth who received MST *AND* CM than standard process

A THREE-PRONG APPROACH

- Individualized privilege-reduction to gain compliance over a single behavior, dirty UAs *AND* individualized incentives for clean UAs – Every Single Time!
- Individualized behavior contracts to reward and motivate positive behavior change in other areas (school attendance; family connectedness; community involvement).
- Program-wide incentives to motivate families to engage in the program, upward phase movement, and promote a strength-based atmosphere.

Courts Report Four Main Challenges in Responding to UAs.

1. Using responses to dirty UAs that are fair and consistent.
2. Discussions in pre-court staffing about HOW to respond to dirty UAs (i.e., appropriate level of sanction).
3. Discussions about mitigating factors (e.g., was the youth honest, they got a flat tire and couldn't make it to the testing center).
4. Tracking incentives and/or sanctions that correspond with clean or dirty UAs.

The 1st Prong – The Most Valued Privilege

- This is a privilege that the youth values and will work hard to earn
- Work with the youth and family to determine what the MVP is, preferably a family-based reward (i.e., video games, cell phone use, time w/ friends)
- The MVP is given or taken away with each drug screen

(Henggeler et al, p. 107-108)

THINGS TO CONSIDER

- The team will have to discuss how many times they will “go back to the drawing board” if the MVP selected isn’t working...2, 3 times?
- Then a graduated sanction is put in place
- This process gives the team objective measures to count before a graduated response is put in place (i.e., there were ___ # of times the youth did not earn the MVP)

THE 2ND PRONG – BEHAVIOR CONTRACTS

- “Rewards for Responsible Behavior in Other Domains” (Henggeler et al, p. 131)
 - Target specific behaviors (e.g., school attendance)
 - A step-by-step process for the youth to follow
 - Get youth working towards “things” they are interested in
 - As an increased response for non-compliance

Example of Youth Contract

Goal	Objectives/Tasks	Incentives	Non-compliance	Sanction	Support Services
Finish three lessons in your English Credit Recovery class before the next court hearing – 1 week to accomplish	<ul style="list-style-type: none"> - Determine how long each lesson takes - Determine how much time will be allotted each day to complete the lessons and set schedule - Complete lessons 	<ul style="list-style-type: none"> - Praise - Recognition - Points/tokens (if court uses a reward system) - closer to completing course 	Failure to complete three lesson plans	<ul style="list-style-type: none"> Unable to earn tokens or rewards Curfew reduction 	<ul style="list-style-type: none"> Tutoring assistance Use of computer

Youth's Signature of Agreement:

Caregiver(s) Signature of Agreement:

Case Manager's Signature of Agreement:

CONTRACTS THAT BUILD A STEP-BY-STEP PROCESS

CONTRACTS AS AN INCREASED RESPONSE

- Youth continues to violate a JDC rule despite privileges being taken away
- The goal of the behavior contract to help motivate the youth to follow the rules
- Youth and family are asked for impute on what motivates them
- Youth is asked in court by the Judge to report on the progress they have made towards achieving the behavior contract goal

CONTRACTS AS AN INCREASED RESPONSE

Example of Behavior Contract – Graduated Response

Goal	Objectives/Tasks	Incentives	Non-compliance	Sanction	Support Services
Check in daily for two weeks	<p>You must call the JDC phone a minimum of once a day before your curfew.</p> <p>You need to call every time you leave your house</p> <p>You need to call every time you get home</p>	<p>Eligible to earn points</p> <p>Praise from parent and JDC team</p> <p>6:00 pm curfew</p>	<p>Not calling every day</p> <p>Not notifying the PO when leaving the house</p> <p>Not reporting when arriving home</p>	<p>One day of house arrest for every day you don't check in</p> <p>Curfew violation</p> <p>Weekend house arrest</p>	<p>Set a daily alarm</p> <p>Access to a phone</p>

Youth's Signature of Agreement:

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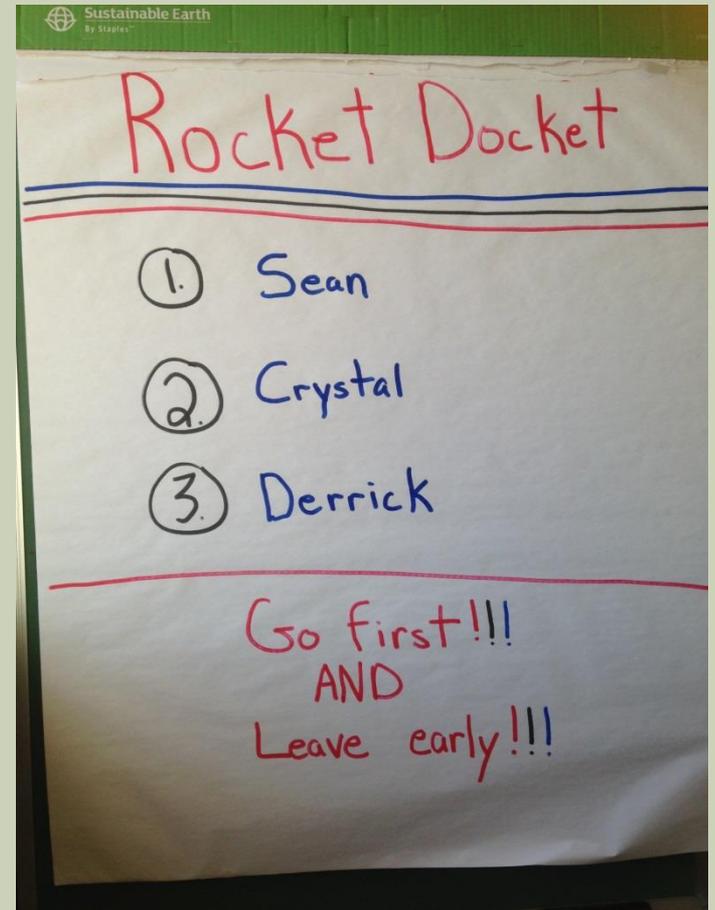
Special thanks to the Bernalillo County, NM JTDC team for the sample procedures.

THE 3RD PRONG – PROGRAM-WIDE INCENTIVES

- **Some examples are:**
 - Rocket Docket – motivate youth and families on a weekly basis with an early out
 - Positive peer-to-peer reinforcement
 - Ticket/Token Economy

ROCKET DOCKET

**Go First
And
Leave Early!!!**



SAMPLE ROCKET DOCKET PROCEDURES

Rocket Docket

- Youth must be in compliance with all of the following to get on the Rocket Docket:

All UA's Clean	Met Curfew	All TX Appt.	Made all check-ins
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- Rocket Docket youth's names will be listed on the monitor in the court room prior to start of court
- Rocket Docket youth will have reserved seating and will be seen by the judge first
- The Rocket Docket youth will receive:
 - Recognition from the judge
 - Applause from team and other participants
 - Leave court early

Special thanks to the Bannock County, ID JTDC team for the sample procedures.

POSITIVE PEER-TO-PEER REINFORCEMENT



- An incentive that is fairly easy to implement as a program-wide incentive
- An incentive that creates some positive peer pressure
- An incentive that allows the team to spread resources over a longer period of time

Special thanks to the El Paso County, TX JTDC team for this innovative idea.

TOKEN ECONOMY / POINT LEVEL REWARD SYSTEM

- The team can create a micro-economy
- A token or point system that allows the team to objectively measure where a youth is at in the process, based on the amount of tokens or points earned.
- A way of codifying a specific reward system
- Determining what certain standard tasks are worth (TX attendance, school attendance)

YOUTH CAN EARN POINTS FOR...

Earning full points	Amount	Earning partial points	Amount	Earning Zero points
Attend therapy and fully participate or present work.	2	Attend scheduled therapy appointment	1	Missing an individual or family therapy session
Attend school with no absences	2	Attend school with only one absence	1	Two or more school absences
Check in everyday	2	Check in 6 days	1	Fail to check in two or more days

Special thanks to the Bernalillo County, NM JTDC team for the sample procedures.

USING POINTS TO PROMOTE PRO-SOCIAL ACTIVITIES

Assignment	Bonus Points
Have a family dinner	4
Keep planer of assignments and appointments	4
Keep a daily journal	12
Explore alternative education program	4
Create a resume	10

Special thanks to the Bernalillo County, NM JTDC team for the sample procedures.

Youth Can Purchase Rewards (Incentives) with Points

Reward	Cost	Purchasing Guidelines
Credit for 1 hour of community service	4 points	No community service assigned with in the past week
Extend curfew on 1 day for 1 hour	10 points	Must be checking in, cannot be on house arrest or have a curfew violation in past 2 weeks
\$10 gift card	20 points	Must be attending therapy

Special thanks to the Bernalillo County, NM JTDC team for the sample procedures.

USING POINTS TO “PHASE-UP”

Phase	Cost
Move to Phase Two	50 points
Move to Phase Three	70 points
Move to Phase Four	70 points
Graduate	40 points

Special thanks to the Bernalillo County, NM JTDC team for the sample procedures.

DATA FROM NEW MEXICO

- Almost doubled the amount of incentives given out each month from Fiscal Year 2013 to Fiscal Year 2015.
- Reduced the average cost per incentive by \$3 (from \$5.91 to \$2.85)
- 78% of incentives give out in Fiscal Year 2015 cost \$5 or less
- 54% of those incentives were complete free

USING DATA

Are you too busy to improve?

No
thanks!

We are
too busy



Håkan Foss @hakanfoss <http://hakanfoss.wordpress.com>

This illustration is inspired by and is just derived from the work by Scott Brinker from "The
Square Wheels Guy" (<http://chrisjohnson.com/management/company.com/>)

WHAT IS CONTINUOUS QUALITY IMPROVEMENT?

An approach to improving the quality of a product or service.

- **Process-based**
- **Data-driven**
- **Driving assumption is there is always room for improving operations, processes, and activities to increase quality.**

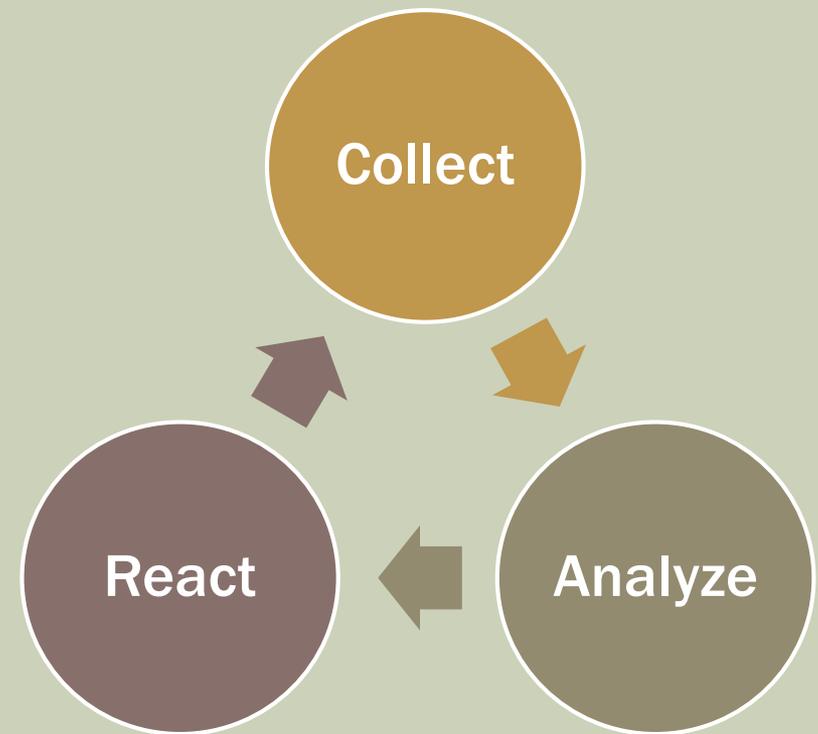
CQI IS NOT A ONE-TIME EVENT

CQI is a mindset and a commitment to collecting meaningful data and using it to improve practices and move an organization toward its goals

#goodbetterbest

CONTINUOUS QUALITY IMPROVEMENT

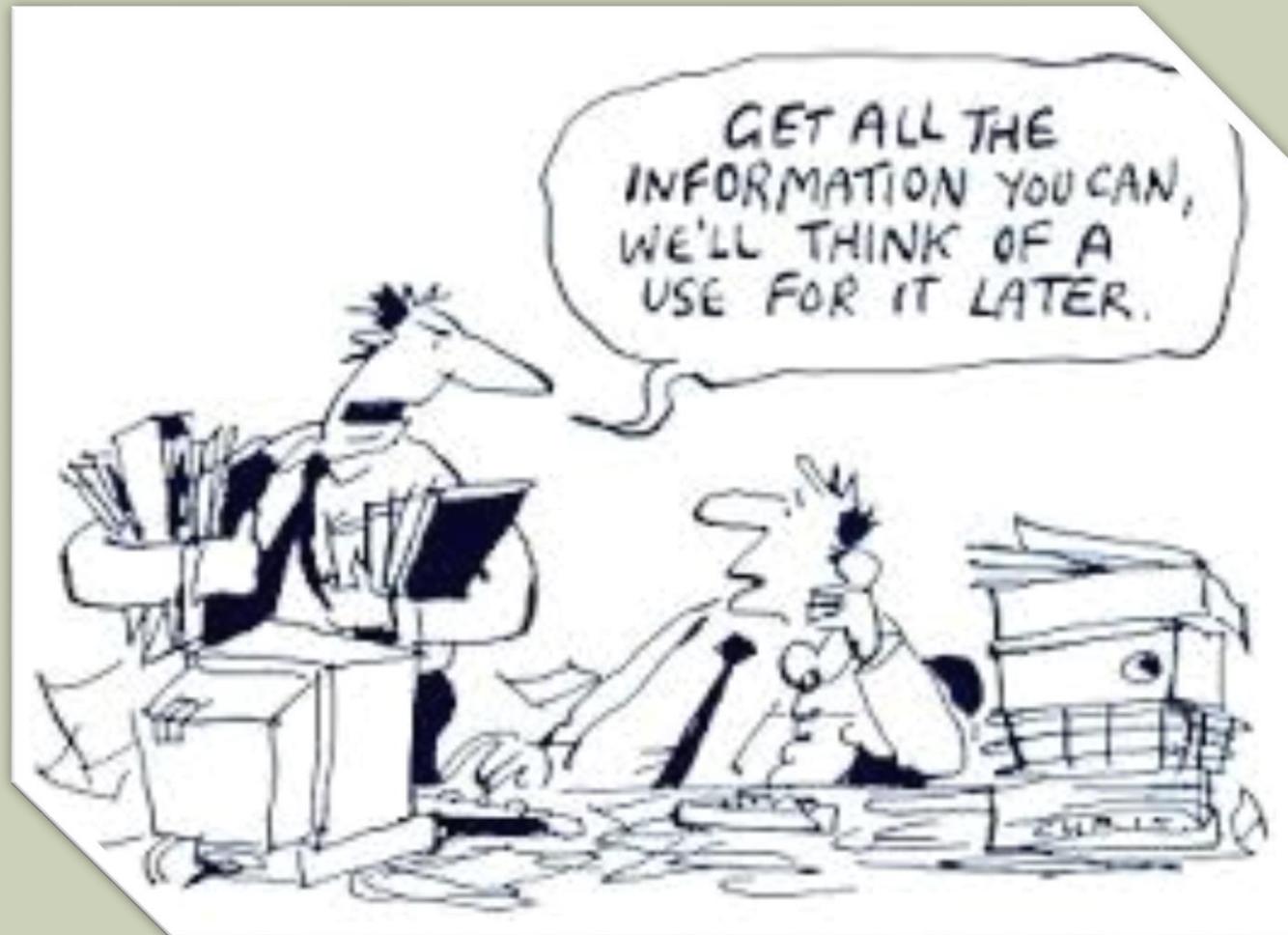
- **Collect:** Gather data that is accurate, reliable, and directly related to a defined goal.
- **Analyze:** Review data to determine if benchmarks are met. If expectations are not met, identify possible reasons why.
- **React:** Learn from the data. Make an action plan to address shortcomings. Implement and monitor the plan.



BARRIERS TO IMPLEMENTING CQI

- Life gets in the way!
 - We are too busy dealing with day-to-day emergencies to review and analyze the data.
- Data is a four letter word
 - We don't know what data we have or where to find it.
 - We have data but we don't know what to do with it.
 - We don't know what data we need.
- The train has left the station!
 - We have already been operating too long to implement CQI
- I am not a researcher!
 - The process of CQI seems too “researchy” and complicated

IS THIS HOW IT FEELS?





- **The Bernalillo County, New Mexico Experience**
 - Using data to drive program change

WHERE BERNALILLO COUNTY STARTED – FISCAL YEAR 2013

- 12 Active Participants (*Capacity is 30 youth*)
- Cost per client per day: \$64.32 (*Highest in the state*)
- 47% Graduation Rate (*This is below the national average, and 3rd lowest in NM*)
- 68% Retention Rate (*Youth not engaged in the process*)
- 32% Termination Rate (*Likely weren't targeting the "right" youth*)

PROCESS DATA: PROVING OR DISPROVING SUSPICIONS

- The team and program were in-crisis mode:
 - Danger of losing funding
 - Few participants
 - Low number of referrals

Problem?

- Unhappy referral source?

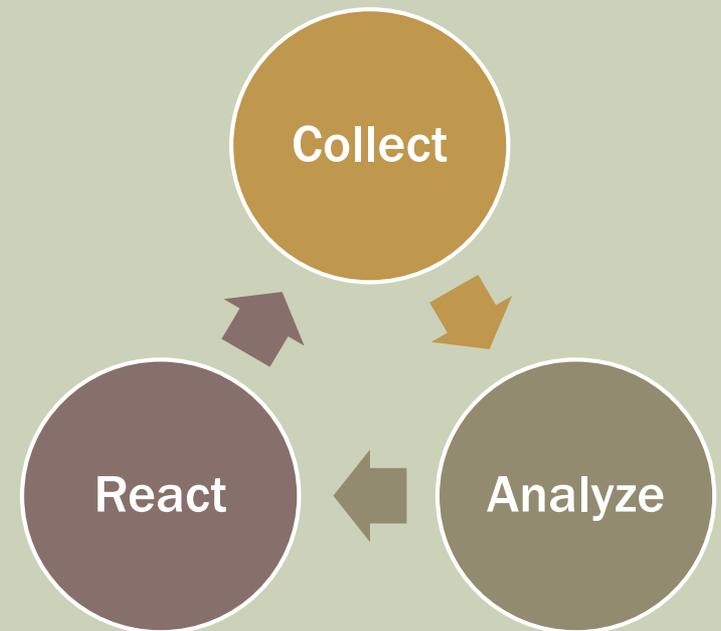


APPLY OUTCOME DATA TO ADDRESS QUALITY SHORTCOMINGS

- The Team looked at their data...
 - The graduation, retention, and termination rate indicated that the team was not getting the type of youth who would benefit from the services a JDC could provide.
 - As a result, the JTDC wasn't meeting its capacity so did not have enough youth to justify having a JDC.
 - Referral sources didn't know who the program wanted

TRACKING PROGRESS

- Incorporate a Review Process to Sustain CQI
 - The team began reviewing data on a monthly basis and the whole process begins again.



ROADMAP TO SUCCESS- CIRCLING BACK

■ Quality Improvement Team

- The team selected three team members to address the issue and codify procedures. It didn't take the whole team to develop.

■ Operationalize the Intervention

- The team realized that their target population and referral processes needed to be operationalized – for example:
 - They lacked a clearly defined target population
 - Their referral sources didn't know what type of youth the program could serve
 - They lacked a defined procedure to that could be measured

ROAD MAP TO SUCCESS CONTINUED

- **Develop Service Delivery and Youth Outcome Objectives**
- The team made a list of all the characteristic they wanted in the youth they were able to serve (for example):
 - History of prior treatment
 - Diagnosed w/ SU disorder in the past 30 days
 - Scored moderate to high in both risk and need on a validated assessment (substance abuse is identified as one of the top three needs)
- The team developed a checklist to train referral sources on with all the characteristic they knew they could effectively serve.

WHERE BERNALILLO COUNTY IS TODAY – FY 2015

- Increased active participants from 12 to 27
- Graduation rate increased from 47% to 68%
- Termination rate decreased from 32% to 12%
- Retention rate increased from 68% to 82%
- Cost per client reduced from \$64.32 to \$33.62

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THANK YOU!