

Welcome to the Matrix!

Roles, Responsibilities and Expertise

Vanessa Price

NDCI – Division Director



©NADCP, January 2020

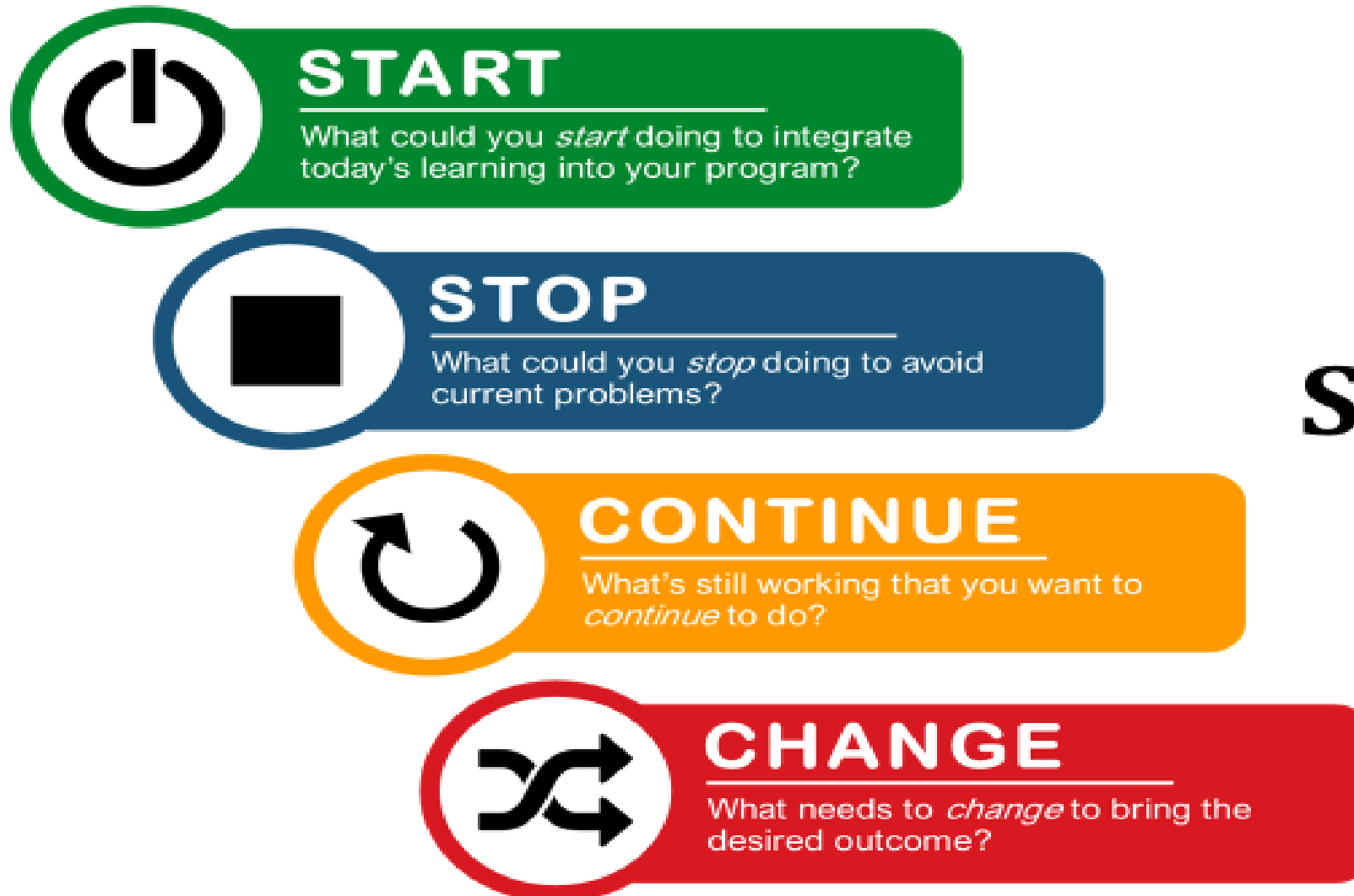
The following presentation may not be copied in whole or in part without the written permission of the author of the National Association of Drug Court Professionals. Written permission will generally be given upon request.

- This project was supported by Grant No. 2019-DC-BX-K012 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.

- Identify elements of effective communication which support team development
- Identify areas where action is required to become a more effective team
- Discuss new perspectives of integrating role expertise to improve client interaction
- Identify effective ways for team members to collaborate and support client service deliver and outcomes

Action Planning Starts Now



Defining *matrix*

- **1:** something within or from which something else originates, develops, or takes form an atmosphere of understanding and friendliness that is the *matrix* of peace
- **2a:** a mold from which a relief (see RELIEF ENTRY 1 SENSE 6) surface (such as a piece of type) is made
- **b:** DIE SENSE 3A(1)
- **c:** an engraved or inscribed die (see DIE ENTRY 2 SENSE 3) or stamp
- 5c: an array of circuit elements (such as diodes and transistors) for performing a specific function
- <https://www.merriam-webster.com/dictionary/matrix>

STAGES OF TEAM DEVELOPMENT

	Forming	Storming	Norming	Performing
Focus	Own Objectives	Others/ Problems	Process	Performance
Trust	Assess Leader	Trust only Leader	Trust the Process	Trust the People
Relationships	None/ Distant	Conflict	Mechanistic	Synergistic
Criticism	Covert	Overt	Productive	Comfortable

Barriers to Collaboration

- Historical independence operations
- Statutory restrictions to information sharing
- Resource limitations (competition for limited resources)
- Lack of information about the roles, mission, limitation and duties of disciplines
- Lack of training on the treatment court model



Additional barriers

- “Old school thinking”, i.e. “we’ve never done that before”
- Lack of clarity re goals
- Historical distrust between disciplines

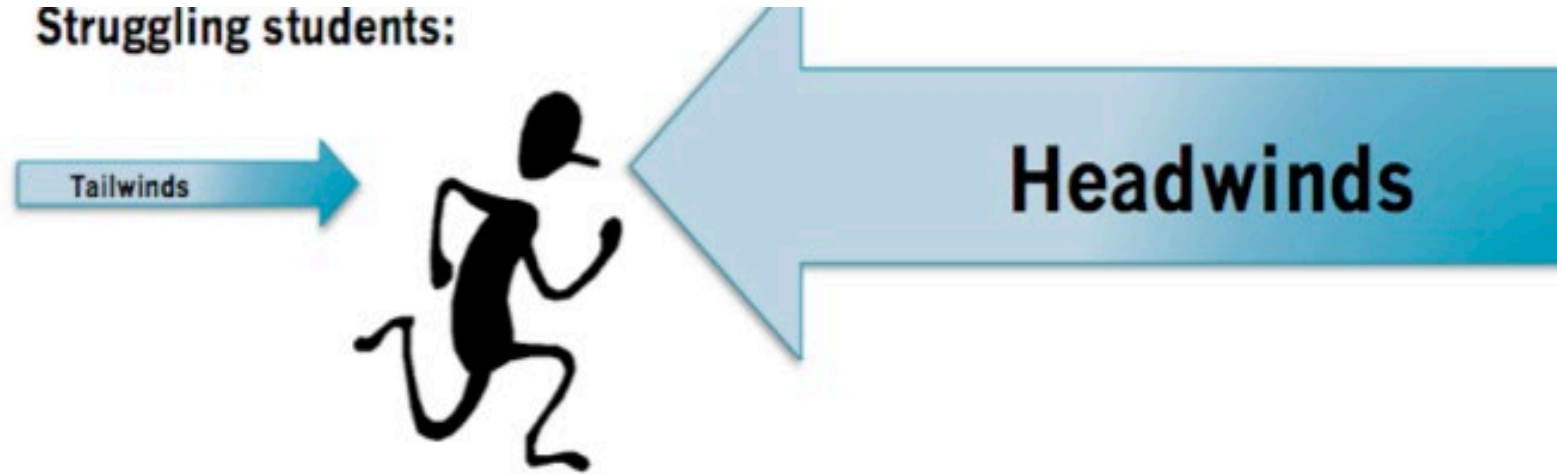


Overcoming Barriers-Developing Partnerships

- Develop program goals collaboratively
- Develop a single mission statement that includes the contributions of each discipline
- Develop an MOU collaboratively; reach agreement on each discipline's contribution to the team/program
- Develop a standards and procedures manual

HEADWINDS VS. TAILWINDS

Struggling students:



Successful Students:



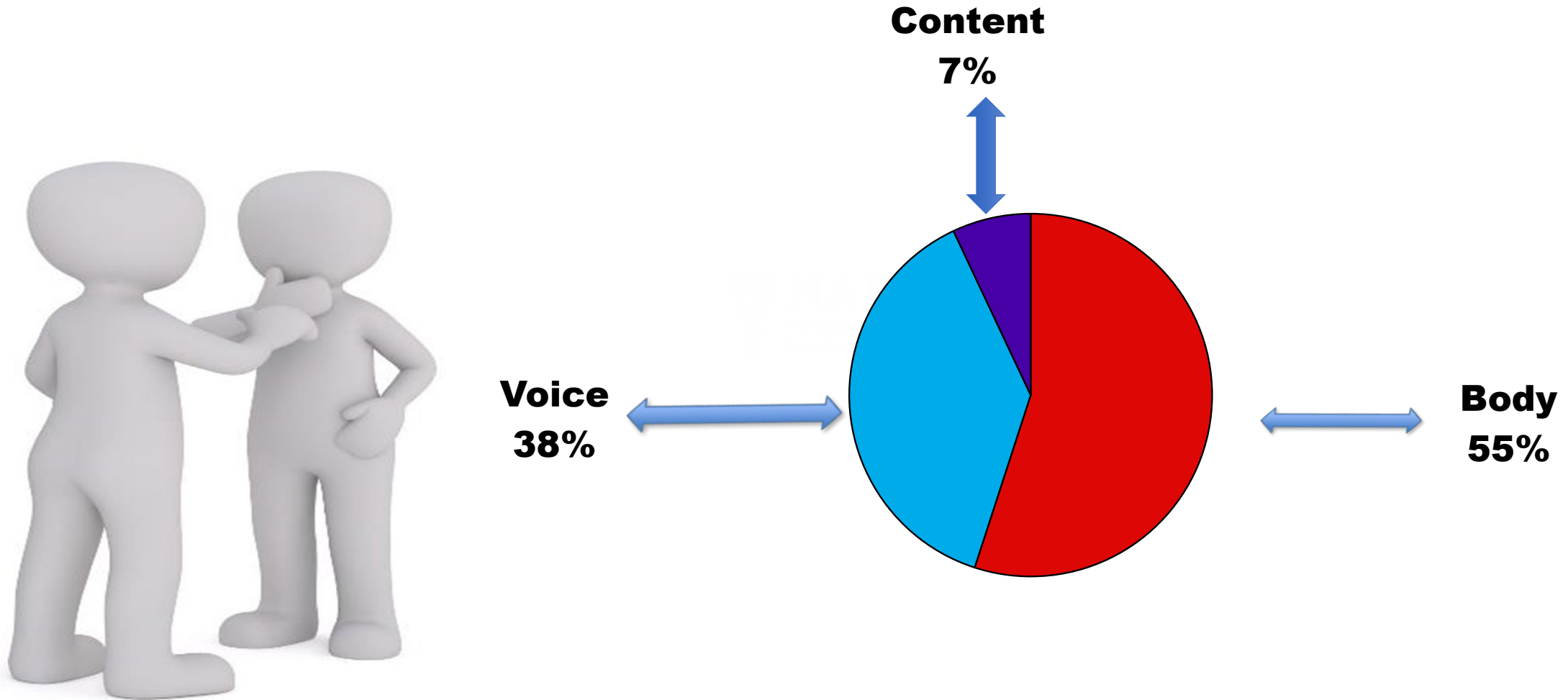
How we communicate

Messenger is as important as the
message



Albert Mehrabian

The effectiveness of spoken communications...



Non-Verbal Communication Skills

- Non-verbal
 - Body Language – open vs closed
 - Facial Expressions
 - Eye Contact
 - Proximity & Touch



Verbal Communication

- Tone of Voice
- **O**pen-ended questions
- **A**ffirming
- **R**eflection/**P**araphrasing
 - Demonstrate Active Listening
 - For understanding
 - To find common ground
- **S**ummarizing



NIATx Communication Model

Network for Improvement of Addiction Treatment

Increased job satisfaction and enhanced communication skills (ten court study, Melnick and Wexler 2014)

- *Avoid Ego-Centered Communications*
- *Avoid Downward Communication*
- *Practice Attentive Listening*
- *Reinforce Others' Statements*
- *Find Common Ground*
- *Reframe Statements Neutrally*
- *Ensure Inclusiveness*
- *Show Understanding*
- *Engage in Empathic Listening*
- *Sum Up*



EFFECTIVE COMMUNICATION

- ✓ Understand that individuals analyze, understand, and interact differently
- ✓ Remember your communication and cultural filters can hinder information sharing
- ✓ Know the benefits of working with a diverse group with seamless communication



What values, attitudes and beliefs are in the way of getting help?



Culture

Culture is the things that people historically have learned to do, believe, value and enjoy. It is the ideals, beliefs, tools, customs and institutions into which each member of society is born.

(Counseling the Culturally Different: Theory & Practice, Goldman, 1989)



CULTURE IMPACT IN TREATMENT COURTS

The Cultures of:

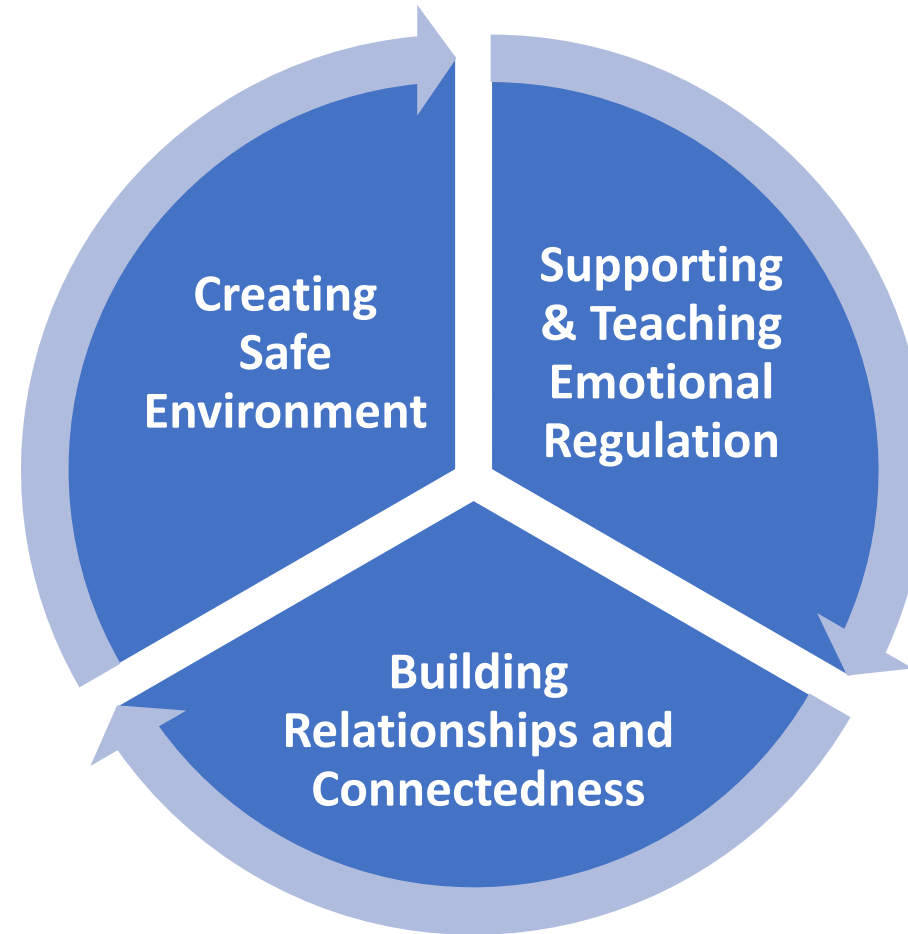
Ideals
Beliefs
Tools
Customs
Institutions

- ✓ Professional Cultures and perceptions
- ✓ Drug use disorder and Addiction
- ✓ Drug Treatment
- ✓ Treatment Court

INCORPORATING CULTURE

- Restore identity – sense of loss, non-belonging
- Community driven process – by design and delivery
- Is a channel to promote a healthy lifestyle
- Compliments treatment services (holistic approach)
- Assist in preventing relapse
- Strengthens community – individual contribution to the whole community
- Historical practices – What matters to the person being validated by honoring their cultural cornerstones

COMMUNICATION , INTERACTION, AND EXPERTISE



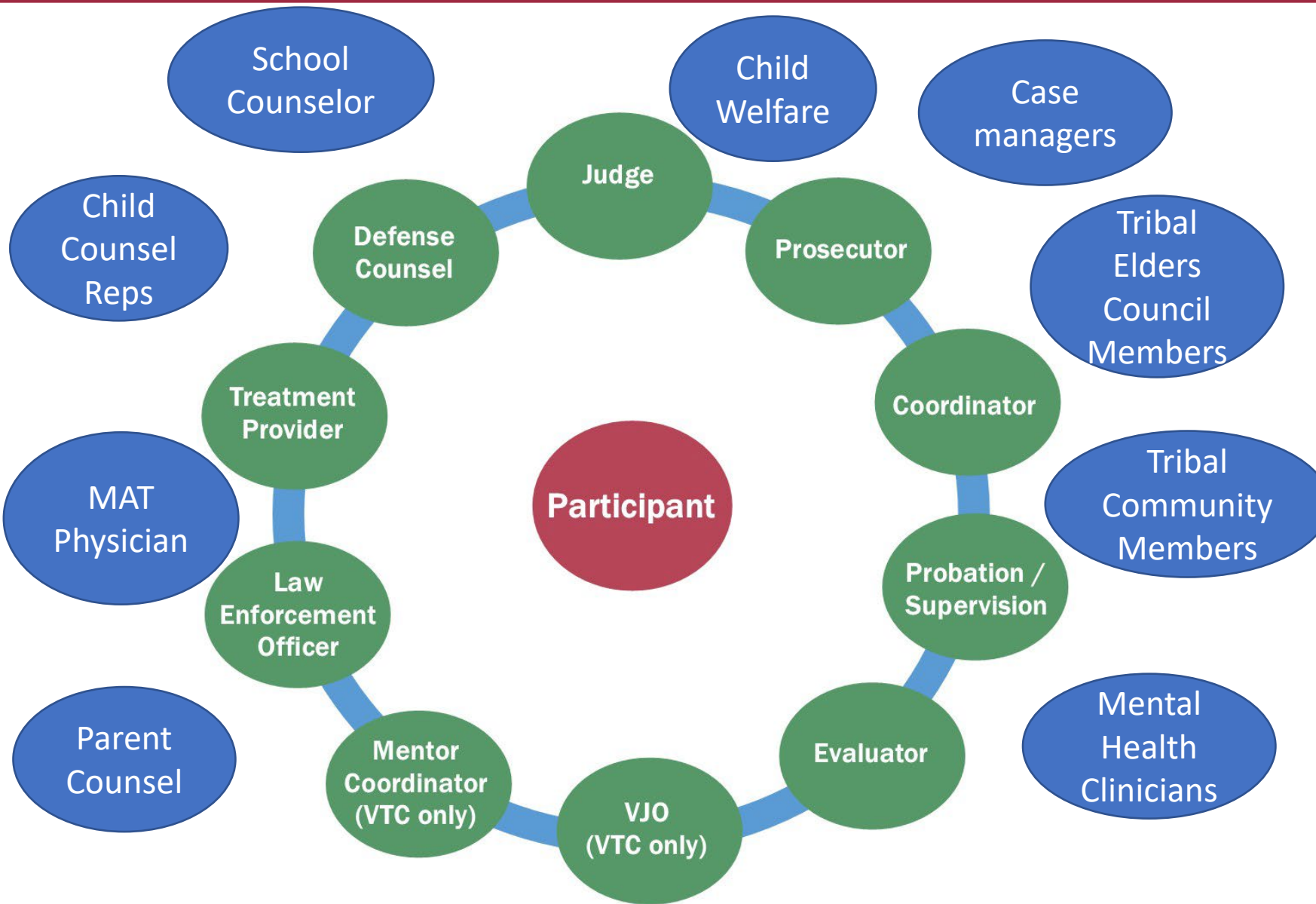
The Role of the Treatment Team

Each member of the treatment team is:

- a dedicated professional in his/her discipline
- contributes observations and recommendations for a proper response based on his/her expertise.

The Judge listens to all team members and makes the final decision regarding the proper response for each participant.

Multi-Disciplinary Team Function



- Team Composition
- Pre-court Staff Meetings
- Sharing Information
- Team Communication & Decision Making
- Status Hearings
- Team Training

Team Communication and Decision Making

- Non-adversarial process
- Staffing vs Courtroom theatre





Team Communication and Decision Making

- Multidisciplinary team serves essentially as a panel of “expert witnesses” providing legal and scientific expertise for the judge
- Assessment results pertaining to a participant’s eligibility for treatment court and treatment and supervision needs
- Attainment of treatment program phase requirements
- Commission of or arrests for new offenses that treatment professionals may be aware of
- Discuss participant progress

ROLE EXPERTISE

Critical roles for program success



Role of Participant

- Objective eligibility criteria – equal access
- Be honest
- Show up
- Comply with Court, supervision and treatment requirements
- No criminal activity
- Change people, places and things
- Drug-Free and engage in prosocial activities
- Attend all appointments
- Random drug testing as ordered
- Engage in recovery network
- Address any ancillary medical, dental, mental health needs



Understanding Veterans

Military Culture is unique. Current and former service members that become justice involved have needs and risk that require clinical and criminogenic interventions which are culturally sensitive to them.

At the same time, recognizing that these tailored interventions are most effective when balanced with an adherence to the best practices and standards that are implemented in the treatment court model.

Culture = Tradition + Training + Experiences



Shared Experiences



<http://www.marine-knowledge.com/sailors/>



A man in a police uniform is sitting next to a golden retriever dog. The man is wearing a dark jacket with a patch on the sleeve and blue jeans. The dog is wearing a blue harness and has its tongue out. They are sitting on a metal surface, possibly a vehicle.

VETERANS JUSTICE OUTREACH (VJO)

The VJO is a Veterans Affairs (VA) employee, under the Homeless programs at the VA

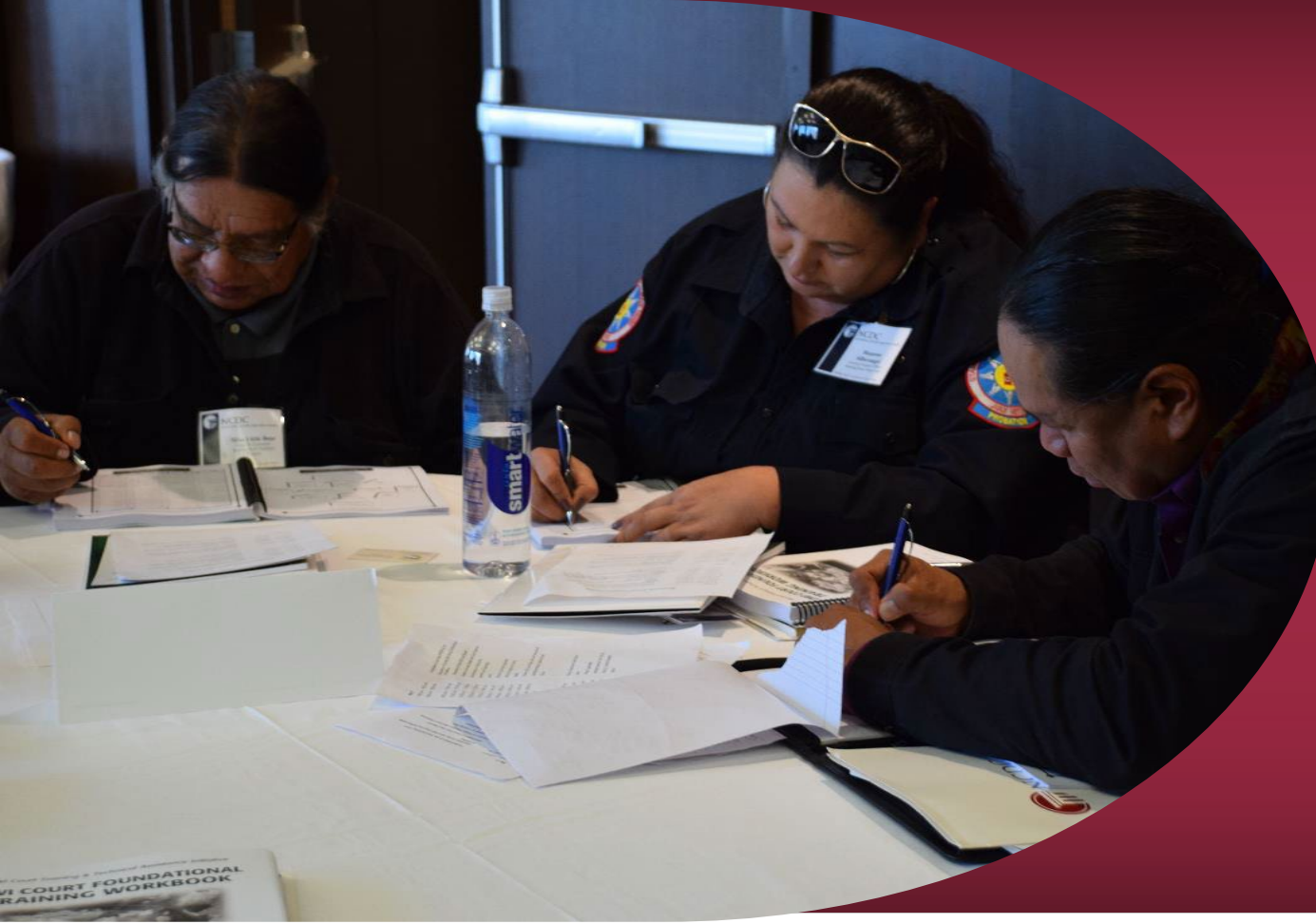
- ✓ Acts as a liaison between the VTC Team and the VA.
- ✓ Provides information on veteran eligibility for VA services as well as the types of services which are available to them.
- ✓ Assists with the coordination of referrals for the veteran participant to medical/behavioral health professional within VA.
- ✓ Is a “boundary spanner” among correctional, judicial, VA and treatment staff.

A group of people, including men and women, are standing in a line on a red carpet. They are wearing khaki uniforms with patches on the sleeves. The background is dark with some flags visible on the left.

VETERAN MENTOR COORDINATOR

Typically a Veteran volunteer who is able to coordinate and supervise the volunteer mentor program.

- ✓ Liaison between the volunteer veteran mentors and the veteran's treatment court team
- ✓ Recruit, train and maintain the volunteer veteran mentors
- ✓ Supervise the volunteer veteran mentors



Tribal Healing to Wellness Court



©NADCP, January 2020

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

TRIBAL COUNCIL MEMBER

Typically a member of the tribal community and may be a member of the tribal council

- ✓ Educates the tribal council on the THWC
- ✓ Assist with obtaining community support for the program
- ✓ Educate the team on the tribe's customs
- ✓ Liaison between treatment court and community

COMMUNITY MEMBER

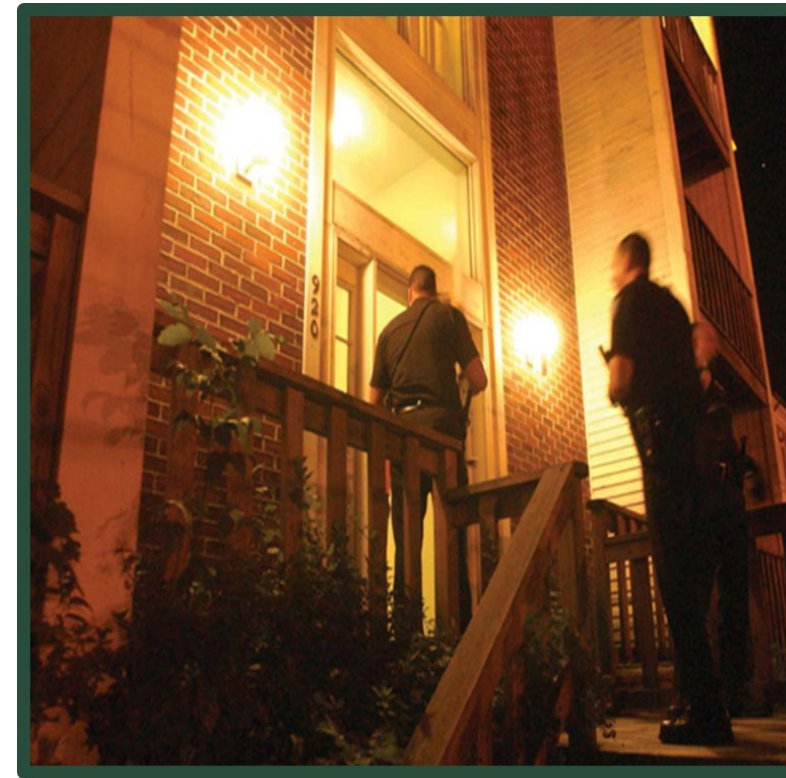
Typically a member of the tribal community

- ✓ Assist with community support
- ✓ Educate team on the tribes customs
- ✓ Liaison between treatment court and community



Community Policing and Treatment Court Models

- Law enforcement expertise
- Linkages
- Resources and community insight
- Improve community outcomes



Officers who use a combination of caring, fairness, trust, and authoritativeness with clients are the *most* likely to influence reductions in offender recidivism



NCDC
NATIONAL CENTER
FOR DWI COURTS

Community Supervision Of DUI Offenders

©NADCP, January 2020

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

STAFF EFFECTIVENESS

Only rehabilitation (soft) – *poorer outcome*

Authoritative, punitive (hard) – *poorer outcome*

Hybrid – set limits, be supportive – *best outcome*

(Skeem, Eno Loudon, Polascheck, & Camp, 2007;
Kennealy, Skeem, Manchak, & Eno Loudon, 2012)

FIDELITY TO THE MODEL

It is critical to adhere to the Key Components and Best Practice Standards

*Research shows an increase
in criminogenic factors in
clients for programs that do
not follow the research*



EVALUATOR

Typically an independent skilled evaluator or professor from a local college, 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

EVALUATE THE PROGRAM

**Review of the data and/or regular reporting
of program statistics has led to modifications
in treatment court operations**

Recidivism ↓ 105% Costs Savings ↑ 131%

**The results of program evaluations have led to
modifications in treatment court operations**

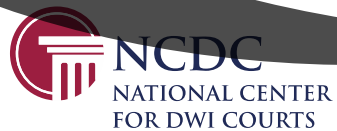
Recidivism ↓ 85% Costs Savings ↑ 100%

Key Component # 8

Monitor and evaluation measures the achievement of program goals
and gauge effectiveness



Keys to Sustaining Partnerships within the team



©NADCP, January 2020

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

CROSS TRAINING

- ❑ Design, develop or provide training to include:
 - Statutory obligations
 - Discipline restrictions
 - Each discipline's mission
 - Typical training focuses
 - Vernacular



CROSS TRAINING

- Hold annual/semi annual training retreats
- Track and communicate success to all team members. Regularly evaluate progress towards team goals
- Have the team recognize and commend exceptional performance by other team members



CROSS TRAINING

❑ Prepare for transition:

- Develop a training packet for all newcomers to the team
- Existing team members play a role in training new team members
- When practicable minimum periods of time to remain in program (include in MOU)
- Address critical incidents

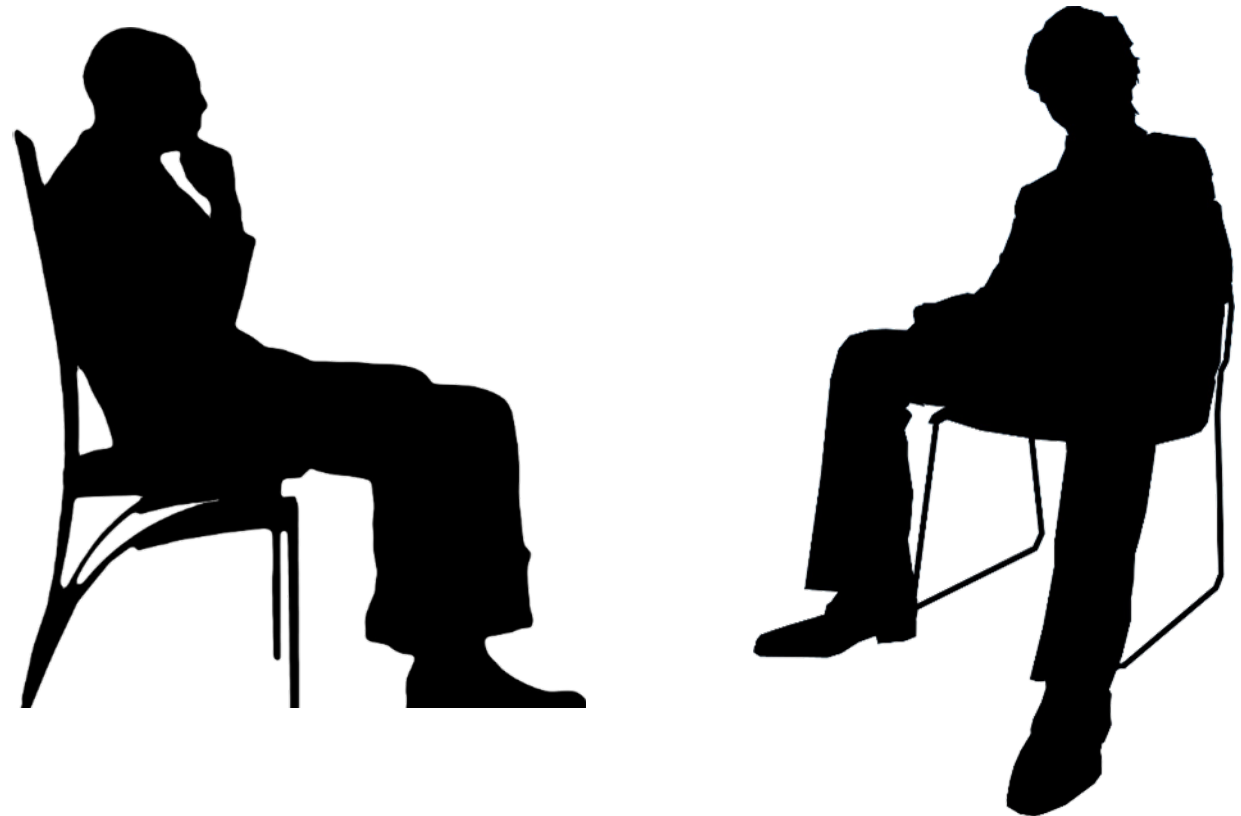
Avoid viruses

(negative team members who infect the entire team)



Debriefing team after a critical Incident

- Critical incident stress debriefing
- Peer Support Program debriefing
- Listen not interrogate
- Use it as a “flagging” tool for team members in need of assistance
- Explain possible reactions
- Provide resources



Support other members of the team

- Reach out and talk to them individually about the impact of the work
- Help them establish a consistent work-to-home transition that creates an important boundary and safe place outside the workplace
- Encourage them to attend to the basics—sleep, healthy eating, hygiene and exercise
- Support connections with family, friends and coworkers
- Refer them to organizational supports such as a peer support team, employee assistance program or chaplain
- Encourage them to discuss their experience with their supervisor
- Practice Self - Care

Awareness

A

- Awareness can help you identify and understand your own reactions as well as help you address vicarious trauma.
- You should check in with yourself regularly. A self-awareness check can help you figure out:

B

- Potential risk factors that you're exposed to
- How you are responding

C

- Being aware of what you're doing while you're doing it, deliberately keeping your mind and your body in the same place, may help prevent and manage vicarious trauma.

(Headington Institute)

A

Balance

B

- Balancing your personal needs with the demands of your work and balancing really demanding work with less challenging work
- Taking time away from work for rest and relaxation, for friends and family, for spiritual renewal, and for professional development
- Finding the right balance for you as often as you can

C

(Headington Institute)

A

Connection

B

- Connecting with personal and professional communities
- Maintaining nurturing relationships and meaningful contact with family, friends, and colleagues
- Connecting to whatever it is that nurtures or anchors you

C

(Headington Institute)

Training Resources



TEAM TRAINING

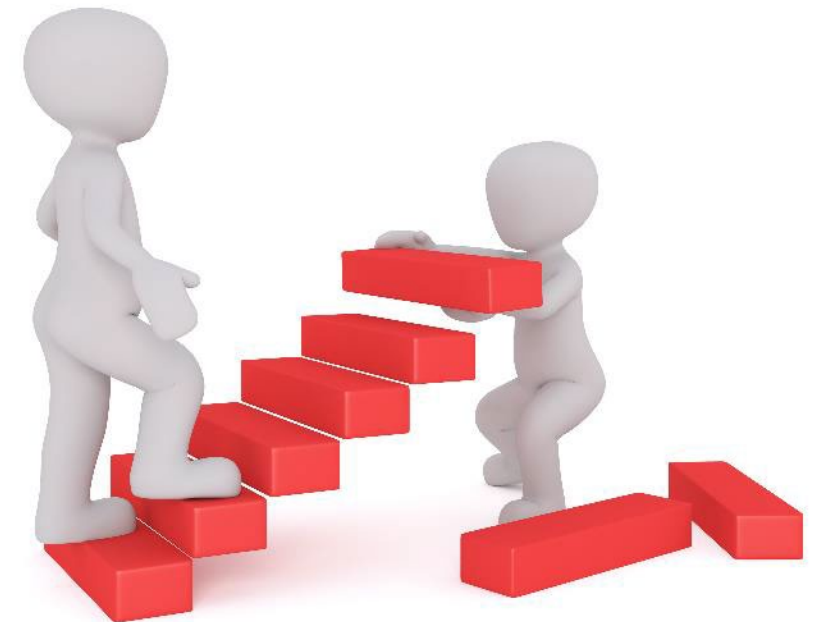
**New hires complete a formal
training or orientation**

Recidivism ↓ 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 www.ndci.org



Welcome to Drug Court U

New Resources

Virtual Office Hours

Hot Topics

Webinars



<https://www.ndci.org/drugcourtu/>

Court Introductions – Adult, Tribal, and Veterans

Stone County, Missouri

St. Charles County, Missouri

Ottawa County, Michigan

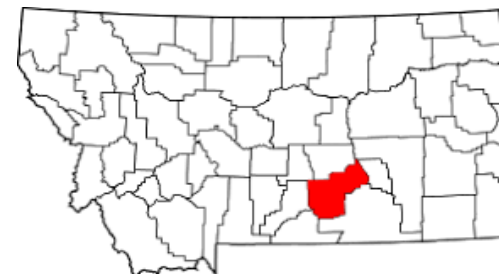
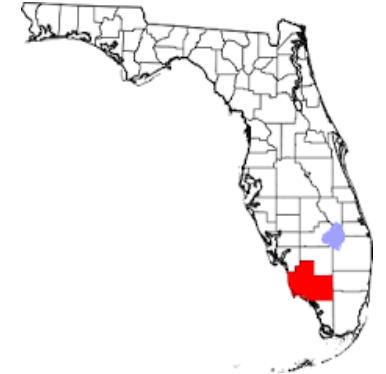
Union County, Pennsylvania

Yellowstone County (CAMO), Montana - Veterans

Tulalip Tribal Healing to Wellness Court - Tribal

McHenry County, Illinois

Collier County, Florida



NCDC Academy Courts

Athens, Georgia
Billings, Montana
Duluth, Minnesota
El Paso, Texas

APPLY TO VISIT A COURT IN THE MENTOR NETWORK

WWW.NDCI.ORG

Learn from the best.....

Model for Best Practices and Emerging Issues

Model for innovative practices

Model for teams

Model for court operations

THANK YOU



©NADCP, January 2020

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



NDCI
NATIONAL DRUG
COURT INSTITUTE

est. 1997



NCDC
NATIONAL CENTER
FOR DWI COURTS

est. 2007



**JUSTICE
FOR VETS**

est. 2010