

Providing Dosage by Risk Level

Mary Spottswood
Director, Regional Corrections
Talbert House

Lessons Learned after years of Measuring Risk

- Don't bother measuring risk if you don't do something with it
- Offering varied program intensity is harder on staff than on clients
- Offering varied program duration is a never ending battle against "counting days"
- A program schedule is nothing but words on paper unless you track that it is actually followed
- Train staff on the risk principle, not just the tool

What do I do with this Risk Score anyway?

- Develop programming structure based on the specifics of your setting
- Identify barriers such as time of day, physical space, number of staff, how client risk scores are distributed, etc.
- Give clients a copy of their schedule
- Develop a simple tracking mechanism to ensure that services are being delivered in the dosage prescribed

Why Track Dosage?

- Current research is based on data from institutions
- What we think we do may not be reality
- Allows for staff to monitor amount of services
- Can track success and compare to dosage over time
- Forces us out of the “cookie cutter” mode

Obstacles to varying dosage

- In a residential setting, it's easier to do everything the same way for everyone
- Developing a schedule can be the most difficult part of the process
- How do clients know what they are supposed to do and when?
- What do we do with clients who have too much "free time"?
- What do we do when employment is the priority?

CBCF Risk Level Dosage Targets

	High	Med/High	Medium	Mod/Low	Low
LSI Score Range	34+	31-33	24-30	19-23	0-18
LOS Target Range	147 Days	133 Days	119 Days	105 Days	60 Days
Corrective Thinking	200	180	132	92	52
AOD	62	54	46	38	28
Indiv. Relapse Prevention					21
Anger Mgmt.	24	24	24	24	As needed
Domestic Violence	24	15	15	15	As needed
Voc*	15	15	15	15	8
Life Skills*	16	16	16	16	8
Personal Development*	10	10	10	10	As needed
Total Hours	351	314	258	210	117

Halfway House Risk Level Dosage Targets

	High	Medium	Low
LSI Score Range	27+	20-26	0-19
LOS Target Range (if possible)	120 days	90 days	60 days
Corrective Thinking	16 hours	12 hours	8 hours
AOD	18 hours	18 hours	12 hours

What Will Tracking Dosage Tell Us?

- Are clients getting the dosage we prescribe?
What are the obstacles if they are not?
- Do we have enough staff, space, resources to provide this level of dosage?
- Are we differentiating between low, medium and high to a degree that matters?

Experiences in Implementing EPB and the Impact on Organizational Culture

Pitfalls and Lessons Learned

Bruce Gibson

Clermont County Probation Dept.

Organizational Culture Challenges

- **A clear vision/mission established “inter-agency and intra-agency” is a good first step**
- **Never Underestimate the importance of the Judicial “buy-in”**
- **Establishing a balanced approach to community supervision is never easy**
- **When introducing EPB avoid downplaying the current staff skills/knowledge/abilities**

Organizational Culture Challenges

- Rewarding staff for new learning and behavior is key to the culture shift**
- Being a part of the change will help demonstrate your investment and leadership**
- Creating an Organizational Culture (values, beliefs and attitude) is best done through modeling and reinforcement**

Organizational Culture Challenges

- Quality Assurance Surveys need to be more than papers for the file**
- Allow your own style of programs and practices to emerge**
- Tracking success and failure of EBP is the key to establishing what works best for your own agency.**

What EBP Has Had Most Impact

- Motivational Interviewing:
 1. Training
 2. Procedures
 3. Reinforcement
 4. Testimony

Case Planning:

1. Training
2. Procedures

COMMON PLEAS COURT ADULT PROBATION CASE PLAN

Name:

Case Number:

Officer:

GOAL: Sue will live a sober lifestyle

Date Started:	Objective: Sue will abstain from using alcohol for the next three months (until 3/30/08)	Date Completed:
Action Plan		
1-15-08	Sue will write down three triggers for using alcohol & discuss with PO next visit	2-10-08
1-15-08	Sue will list 5 specific alternative activities to replace alcohol-involved activities & discuss w/PO at next office visit on 12/28/07 @ 8 am	
1-15-08	Sue will look up the AA meeting closest to her home using the AA directory	

Probationer's Signature: _____

Aftercare Plan		
Objectives and Conditions to Complete:		Transfer Information Date: Submitted By:
Full Time Employment	Restitution, Court Costs Amount Paid =	Address:
Substance Abuse Counseling	Community Service	Employer:
Sex-Offender Treatment	Other:	Reassigned Basic Officer:
Academic/Vocational	Summary:	Probationer's Signature that copy was received:
Residence		Supervisor's Signature:

Staff Training and Development

1. Training on Motivational Interviewing with Talbert House Training Institute
 - Common Pleas Court Probation, Municipal Court Probation, Clermont Recovery Center Representative, Talbert House Representative
 - Topics:
 - Intervention strategies
 - Factors related to resistance
 - Communication techniques
 - Stages of Change
 - Basic and advanced communication

Training (Con't)

2. LSI-R Training and Development
3. Supervision Case Plans

Program Design: Department Reorganization Based on Evidence Based Practices

- Restructuring of Agency to best suit the strengths of given personnel
- Includes redesign of ISP as concept and philosophy
- Creation of Unit Design to allow for better placement of personnel
- Experience “Organizational Stages of Change”

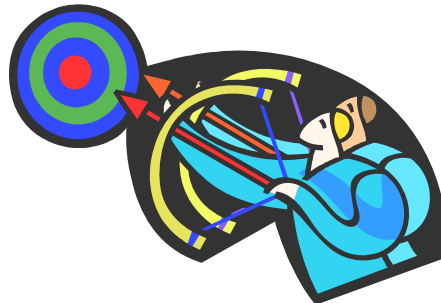
INTENSIVE PROBATION IS A TEAM EFFORT TARGETING RISKS AND NEEDS OF OFFENDERS

SURVEILLANCE AGENT

Random Checks
Curfew Checks
Drug/Alcohol Screen
Intervention (Crisis Intervention)
Computer Monitoring

CHANGE AGENT

Case Management
Intervention Services
Job Placement
Treatment Referrals



Supervision Strategies

- Not all offenders need the same level of supervision and services
- Coordinate with Treatment Providers
 - Prioritize treatment referrals for services
 - Share risk and need assessment results
 - Review treatment plans
 - Monitor progress and treatment curriculums
- Develop behavioral contracts
- Complete the Change Plan Worksheet
- Perform motivational enhancement exercises
- Develop graduated sanctions to address non-compliance
- Implement incentives to reward positive behavior changes and supervision compliance

3. DESIGNED NEW INITIATIVES

- Memo of Understanding with CBCF
- In-house Assessments by Recovery Center
- Matrix Group for High Risk/High Need Offenders
- Aftercare Group
- Case Plans as Behavioral Contract

May 1, 2006

**Memo of Understanding
Between Clermont Adult Probation and Talbert House Community
Correctional Center**

Purpose: Reduce Recidivism with ISP clients

(Page 1)

Clermont County Adult Probation and Talbert House Community Correctional Center (CCC) share the philosophy that public safety and reduced recidivism is enhanced through collaborative efforts between probation departments and the CBCFs that they utilize.

Therefore, Clermont Adult Probation and CCC agree to work cooperatively to enhance the success of offenders completing the CBCF and returning to the community on ISP. By working more productively with the appropriate offender, public safety will be enhanced and the likelihood of successful offender reentry will be improved. To that end, we agree to work diligently to implement the agreements contained in this document.

This agreed upon collaboration will result in higher risk/higher need offenders being referred to CCC. Additionally, offenders referred will interact with both facility staff and their Probation Officer utilizing the motivational interviewing model that focuses on positive interaction and developing a supportive relationship that will continue when the offender completes CCC and returns to Clermont County. In this effort:

Talbert House Community Correctional Center will be responsible for:

1. Interviewing all clients referred by Clermont Probation with an initial Risk Score of 7 or above. During the interview process, an LSI-R will be conducted and that information will be shared with Clermont Probation to assist in the sentencing decision.
2. Ensuring that all staff with direct client contact are trained in the fundamentals of Motivational Interviewing and utilize this treatment philosophy with clients.
3. Tracking agreed upon data to ensure that clients with higher risk scores are receiving appropriate services and transition to ISP.
4. Designate specific liaison officers who will supervise all offenders placed in the halfway house. These officers will participate in joint orientation meetings with halfway house staff and offenders, weekly case management meeting with halfway house staff, pre-release meetings with halfway house staff and offenders and crisis intervention, as needed, with halfway house staff and offender.

Clermont Adult Probation will be responsible for:

1. Onsite visits to CCC at least weekly to meet with clients and utilize the motivational interviewing process in their interactions.
2. Participation in twice monthly staffings to focus on the progress of clients and the appropriate course of action to transition them to ISP if necessary.
3. Conducting a risk assessment on all felony offenders and referring all appropriate male offenders with a score of 7 or above to CCC for follow-up.
4. Incorporating the outcome of the LSI-R and any other pertinent information in to the PSI recommendations sent to the sentencing judge.

Chief, Clermont Adult Probation

Date

Director, Talbert House Regional Corrections

Date

New Initiatives (Con't)

- **Non-Support Initiative:**
 - Employment Specialist (STEP Program)
 - BWRC Cooperative
 - Dedicated Probation Officers
 - Case Plans
 - Parent Treatment Program

Success Through Employment Program (STEP)

- Employment Specialist (ES)– employee of the Court
- Has access to CourtView – Community Control database system
- Housed at the Business & Workforce Resource Center
- Program began May 2007

Employment Specialist Duties

- Create resumes
- Practice interviewing skills
- Take offender to interviews
- Follow-up with employer after hiring
- Establish list of companies willing to hire felony offenders
- Make referrals to other agencies such as Bureau of Vocational Rehabilitation (BVR)

Clermont County Common Pleas Court Adult Probation Department

Treatment/Intervention Services Survey

Today's Date: _____

Please rate the treatment/intervention services you received while on probation and indicate the agency or program where you received services.

I attended the following treatment/intervention agencies while on probation:

Residential Treatment

Extremely Helpful Helpful OK Not Helpful Harmful N/A

	Extremely Helpful	Helpful	OK	Not Helpful	Harmful	N/A
Community Correctional Center (CCC/CBCF)						
River City Correctional Center						
Turtle Creek						
Prospect House						
Stepping Stones						

Substance Abuse

Extremely Helpful Helpful OK Not Helpful Harmful N/A

	Extremely Helpful	Helpful	OK	Not Helpful	Harmful	N/A
Clermont Recovery Center						
TASC						
Northland						
Brown County Recovery Center						
AA/NA Support Group						

Sex Offender Counseling

Extremely Helpful Helpful OK Not Helpful Harmful N/A

	Extremely Helpful	Helpful	OK	Not Helpful	Harmful	N/A
Clermont Counseling Center						
Family Service						
Other:						

Employment Services

Extremely Helpful Helpful OK Not Helpful Harmful N/A

	Extremely Helpful	Helpful	OK	Not Helpful	Harmful	N/A
STEP (Employment Services with Ann Kruse)						
BVR (Bureau of Vocational Rehabilitation)						
Business Workforce or COP						

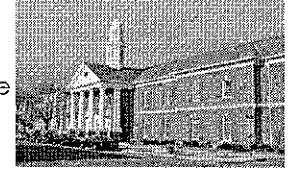
Mental Health Counseling

Anger Management, Non-Support group, Parenting skills, etc

Extremely Helpful Helpful OK Not Helpful Harmful N/A

	Extremely Helpful	Helpful	OK	Not Helpful	Harmful	N/A
Clermont Counseling Center						
Brown County Counseling Center						
Family Service						
YWCA						

Clermont County Common Pleas Court Program Evaluation Exit Survey



The Common Pleas Court strives to offer quality programming and is interested in knowing your overall experience while on the Intensive Supervision Probation (ISP) program. Please answer the following questions by checking the appropriate box next to each question. An oral interview may be requested by the ISP administrator in order to further clarify your responses.

Date: _____

Name: _____

ISP Probation Officer: _____

Intensive Supervision Probation (ISP)

I made the following life changes while on Intensive Probation:

	Yes	No	N/A
Attended Treatment (Recovery Center, Counseling Center, TASC, etc.)			
Stopped abusing alcohol and/or illegal substances			
Worked toward obtaining or earned a GED			
Secured a full time job			
Developed better relationships with my family			
Avoided people who negatively affect my life			
Found a place to live			
Other:			

Probation Officers

Courthouse Officer

My probation officer in the Courthouse (Mary) assisted me in the following areas	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Develop a plan to address my needs/goals						
Find a treatment program						
Secure full time employment						
Develop better relationships with my family						
Avoid associations with people who negatively affect my life						
Find ways to stay out of trouble						
My probation officer treated me with respect						
My probation officer listened to my concerns and issues						

Field Officer

My probation officer in the field (Bill or John):	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Helped me find ways to stay out of trouble						
Listened to my concerns and issues						
Treated me with respect						
Saw me at home or work or a treatment agency frequently						

Please turn survey over for additional questions

Community Control/Moca Report

Probation & Moca Report for 09/01/07 - 09/30/07

Defendant	Sets #	Probation Case	Probation Office	Supervision Type	Prob Date	Current Sup	Ordered Pay Arrears	Court Ord. Tracking	Collection
Abrahamson , Timothy	7021939025	2003 PB 000455 C	Gescheider	Active	10/5/2011	\$506.91	\$260.19	\$506.91	\$184.81
Abrahamson James	7002198880	2003 PB 000443	Zimmerman	Admin Termination (Incarcerated)	8/13/2007	\$0.00	\$243.17	\$243.17	\$0.00
Abrahamson James	7002198880	2003 PB 000443	Zimmerman	Admin Termination (Incarcerated)	8/13/2007	\$243.17	\$67.05	\$243.17	\$0.00
Abrahamson , David	7010830813	2003 PB 000448	Zimmerman	Active	5/10/2010	\$316.11	\$103.72	\$316.11	\$428.22
Abrahamson David	7003102196	2004 PB 000027	Zimmerman	Active	8/16/2010	\$163.55	\$205.00	\$163.55	\$375.92
Abrahamson Noam	7003088536	2003 PB 000476	Zimmerman	Active	11/15/2009	\$0.00	\$110.11	\$110.11	\$191.84
Abrahamson , Jeffrey	7003052565	2001 PB 000325	Zimmerman	Active	5/9/2009	\$474.42	\$200.00	\$474.42	\$688.00
Abrahamson Bobbie	7023594752	2006 PB 000182 C	Gescheider	Active	11/29/2011	\$201.31	\$189.09	\$201.31	\$277.99
Abrahamson Bobbie	7023594844	2006 PB 000182 C	Gescheider	Active	11/29/2011	\$201.31	\$189.27	\$201.31	\$278.35
Abrahamson , Todd	7003053803	2006 PB 000426 C	Gescheider	Active	10/31/2011	\$337.97	\$100.00	\$337.97	\$412.34
Abrahamson , Jerry	7003079402	2002 PB 000010	Gescheider	Active	12/14/2010	\$216.67	\$379.53	\$216.67	\$279.22
Abrahamson , Michael	7000602818	2004 PB 000806 C	Gescheider	Active	5/8/2011	\$462.54	\$331.10	\$462.54	\$736.86
Abrahamson , Jason	7009778015	2002 PB 000036	Zimmerman	Active/Transfer	1/16/2008	\$268.30	\$110.00	\$268.30	\$445.25
Abrahamson , Joey	7021008524	2004 PB 000056	Zimmerman	Active/Absconder (Bench Warrant)		\$155.92	\$31.18	\$155.92	\$0.00
Abrahamson , Mark	7003025330	2001 PB 000280	Gescheider	Active	10/17/2007	\$0.00	\$320.00	\$320.00	\$25.00
Abrahamson , Donald	7003103764	2003 PB 000406	Gescheider	Active	8/17/2010	\$151.67	\$231.00	\$151.67	\$0.00
Abrahamson , Guy	7003091720	2002 PB 000062	Gescheider	Active/Transfer	10/2/2008	\$291.82	\$480.18	\$291.82	\$800.00
Abrahamson , George	7003094286	2003 PB 000391	Zimmerman	Active	4/20/2010	\$405.60	\$349.27	\$405.60	\$1,036.65
Abrahamson , Gregory	7003088445	2002 PB 000070	Zimmerman	Active	10/31/2008	\$0.00	\$100.00	\$100.00	\$0.00
Abrahamson Ricardo	7003072670	2001 PB 000267	Gescheider	Active/Absconder (Bench Warrant)		\$156.00	\$286.09	\$156.00	\$0.00
Abrahamson , Tammy	7034877840	2003 PB 000382	Zimmerman	Active	8/29/2010	\$207.20	\$45.76	\$207.20	\$0.00
Abrahamson , Barbara	7003065484	2006 PB 000885 C	Zimmerman	Active	1/24/2012	\$179.30	\$21.67	\$179.30	\$243.16
Abrahamson , Stella	7044374762	2006 PB 000019 C	Gescheider	Active/Absconder (Bench Warrant)	10/3/2011	\$242.58	\$68.65	\$242.58	\$0.00
Abrahamson Richard	7003049926	2002 PB 000096	Gescheider	Active	2/20/2008	\$0.00	\$151.12	\$151.12	\$154.20

RESULTS

- **Results:**
 - Too soon to know
 - Project overall reduction in recidivism, but not overly significant
 - Project no change in number of PV
 - Project more “quality” successes

REGRETS

- LSI-R Losing the Confidence of the Judiciary
- Not Enough Resources or Money to Accomplish Goals
- Transportation is a Major Problem in a Rural Environment

An Evidence Based Practice:
The EQUIP Program A Model for
Cognitive Behavioral Approach

Denise M. Robinson,
CEO, President, Alvis House

The Search for a Cognitive Behavioral Program

- *Thinking For a Change: Integrated Cognitive Behavior Change Program*, Jack Bush, Barry Glick, and Juliana Taymans National Institute of Corrections
- *Criminal Thought Process Model*, Koerner & Fawcett
- *The EQUIP Program: Teaching Youth to Think and Act Responsibly through a Peer- Helping Approach*

Meeting the Client's Needs

- What we found as being important:
 - Holding the client's attention
 - Creating a User Friendly program – staff and client
- Capturing the needed areas
 - Thinking Errors
 - Anger Management
 - Social Skills

*The EQUIP Program: Teaching
Youth to Think and Act
Responsibly through a Peer-
Helping Approach*

Dr. John C. Gibbs, Granville Bud Potter, and
Dr. Arnold P. Goldstein

www.researchpress.com

Adapting and Transforming EQUIP

- Adding age appropriate role plays
- Allowing Creativity/ Motivational Exercises
 - Thinking Error Jeopardy
 - MindMapping
 - PIG/HORSE Basketball
 - Movie Clips
 - *EQUIP for Life Game*

Staff Training

- Trained on the Common Language
- Consistent Training throughout the agency
 - Facilitators
 - Line Staff
 - Administrative
 - Maintenance and Cooks

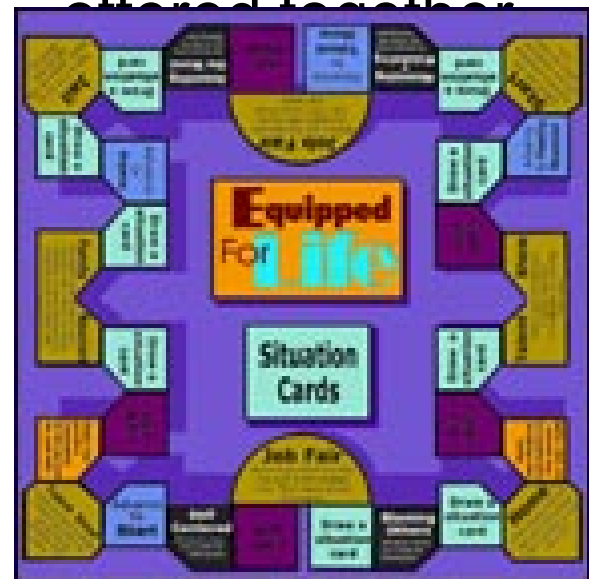
Engagement

- We asked ourselves, “How do we keep the clients and staff engaged??
 - *EQUIPPED for Life Game*



EQUIPPED for Life

- 2001 Research Press publication
 - 9th grade to adult
- 2005 Research Press published
 - Addition of 5th -8th grade cards
 - EQUIPPED for Educators
- 2007 Franklin Learning System (3rd ed.)
 - 5-8th grade and 9th grade-adult cards offered together



Staff Members





“This teaches you something and you get to have fun doing it.”

“Makes you think on how to better handle situations in the future.”



“It challenges you to think!”



Research

*Effects of Psychoeducation for
Offenders in a Community
Correctional Facility*

Journal of Community Psychology
(2004) V. 32

Albert K. Liao, Randy Shively, Mary Horn,
Jennifer Landau, Alvaro Barriga, John C. Gibbs

Results

N= 316 felony offenders

- Age = 18 to 61 years
- 71 % male / 29% female

Groups

- 1) EQUIP
- 2) Control

Research Findings

- 1) At 6 months, EQUIP females recidivated significantly less than control females.
- 2) EQUIP group members received fewer numbers of serious violations compared to the control group.
- 3) Levels of substance abuse, exposure to violence, and number of serious violations predicted recidivism at 6 months.

Filling in the Missing Pieces: Using Data to Help Manage Your Program

**Community Corrections: Ensuring Results through Evidence-Based Practices
February 22,2008**

Anne Connell-Freund, MS
Executive Vice President of Operations
Oriana House, Inc.

HUH?

- ◆ Casinos decided to change their operations in the early 90's
- ◆ They wanted to attract new customers and increase profits

What Did They Do?

- ◆ Building family friendly places attracts customers
- ◆ Building lavish facilities draws customers from other casinos
- ◆ Attract high rollers
- ◆ Offer discounted rooms and meals
- ◆ Advertise nationally on radio and television best way to attract customers

How did they fair?

- ◆ Harrah's went from being a high profit casino to losing large amounts of money
- ◆ Other casinos followed suit and also ran into financial difficulties
- ◆ Harrah's hired Gary Lovemand, a former professor at Harvard Business School in 1998

What were the results?

- ◆ Most profitable customers were locals, especially semi-retired or retired
- ◆ Frequent customers interested in free chips, not discounted rooms
- ◆ Families with small children had little discretionary time or money
- ◆ Spending time on employee selection and retention improved customer returns

How Do I Do This?

Starting Point – CPAI

Baselines established

How and what needs to be done to move to the next level of effective programs and do you want to and can you?

First Steps with Implementation

- Must have “buy in” from the top!
- Our Greatest Asset is our Staff
- Management/Staff Characteristics
 - Hiring practices
 - Staff credentials
 - Staff skill level
 - Supervision
 - Training

How to Determine?

- What skills are you going to require for new hires, based on research.
 - Ethics / values / boundaries
 - Role Model (for clients and staff)
 - Rational and logical reasoning
 - Open-minded / objectiveness towards rehabilitation and offenders
- How are you going to find these staff?
 - Universities
 - Community Corrections Programs

Ability to Work with Clients:

Observations regarding ability to work with clients:

Is firm but fair with clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Avoids argumentation with clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Is able to deescalate problem situations effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Demonstrates problem solving skills consistently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Acknowledges clients' concerns, opinions, and feelings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Communicates to clients respectfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Corrects/redirects antisocial behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Rewards pro-social behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Maintains appropriate boundaries with clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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*Employee does not work with clients

What About Current Staff?

Identify for each staff position the expected performance and what changes will be required in staff interactions

<u>SKILL</u> *Staff will be expected to demonstrate an adequate use of skill at least 50% of the time.*	Exceptional use of skill	Adequate use of skill	Needs Improvement	Not Applicable	<u>COMMENTS</u>
Engagement – consistently respectful, courteous, aware of non-verbal cues, avoids sarcasm					
Active listening – provide undivided attention, paraphrasing					
Awareness of personal environment – consistently modeling pro-social behaviors, awareness that clients are always watching and looking for antisocial behaviors.					
Expressing Empathy – affirmation; recognize clients struggles, feelings, etc. and document.					
Using Discretion – ability to make appropriate judgment calls; offer warnings through redirection rather than resorting to disciplinary action. Address the behavior, don't focus on the disciplinary.					
Avoid Argumentation – do not personalize; find ways to get conversation back on track when it shifts from pro-social to argumentative.					
Modeling Pro-social Behavior – using “please” and “thank you”, take interest in programming, offer encouragement, avoid sarcasm, talking down; manage stress appropriately.					
Seek out positive behaviors to reward – identify pro-social behaviors and attitudes, seek out pro-social behaviors to reward, strive for 4 rewards to 1 punisher ratio.					
Reward pro-social behavior – rewards should be immediate and specific, provide verbal praise and if appropriate a reward report. Reward skills/behaviors based on client's previous behavior/compliance. Document reward in CBT language.					

<u>SKILL</u> *Staff will be expected to demonstrate an adequate use of skill at least 50% of the time.*	Exceptional use of skill	Adequate use of skill	Needs Improvement	Not Applicable	<u>COMMENTS</u>
Redirect antisocial behaviors – redirection should be immediate and in appropriate environment. Discuss long-term consequences with client. Document discussion in CBT language. Punishment should match the behavior. Make anti-social behaviors/attitudes an opportunity for client to learn, not just a disciplinary situation.					
Follow up – after reward/punisher, give resident time to process behavior, <u>provide feedback</u> for appropriate behavior to reinforce the reward.					
Providing feedback – Using 5 steps (decide to give feedback, consider the different ways to do so, decide appropriate time for doing so, give feedback), discretion used to determine appropriate environment for feedback.					
Receive feedback appropriately – active listening, recognize clients’ feelings, if necessary accept blame.					
Recognize Risk/Document Interactions – recognize differences between high/low risk clients. Interactions with high risk offenders will increase.					
Total Score					Percentage _____

DON'T DO THIS!

- We trained all of our staff on the principles of cognitive behavioral theory.
- Told them to go and implement, but...

We did not develop a method to ensure that staff was using the training that was given, did not track their behavior.

Develop QA/CQI to Track Success

- Goal to train staff in core CBT classes.
 - Staff logs will be reviewed to monitor use of CBT – 1st year goal 50 % of the logs will show the use of CBT, increase by 10% yearly.
 - 1st year each staff member observed 2X monthly and session discussed based on proficiency of using CBT in interactions with clients

Define to Staff Expectations

- Log Types
 - *Resident Supervisor Logs* will be used exclusively to document interactions that you have with clients.
 - Information logs (client submitted a UDS, client returned late, etc.) will be logged under the *General* category.
 - Other information will continue to be logged under the appropriate heading (R/S Intake Log, R/S Release Log, Restriction, Confiscated Property, Medical/Injury, etc).
- Log Quantity
 - RCC will eliminate the monthly shift requirement for logging. An individual requirement will be adopted instead.
 - Full time resident supervisors will be required to write a minimum of 80 resident supervisor logs per month, and part time employees will be required to write a minimum of 48 logs per month. This is based on 4 logs per shift multiplied by the average number of shifts worked per month for each employee.
 - Note: these are *Resident Supervisor Logs*. All other log types are not being tracked in terms of quantity. Our goal is to increase the documentation of our interactions with clients.
- Log Quality
 - The agency expectation is that we are using CBT in our day to day interactions with clients. Subsequently, we should be documenting these interactions in *Resident Supervisor Logs* using CBT language.
 - RCC's goal is that resident supervisors will use CBT language in at least 50% of r/s logs by 12/07.
 - In addition to tracking quantity, 25% of each staff member's logs will be reviewed monthly and evaluated for CBT content (quality). This is considered to be a statistically significant number of logs to review to determine our overall performance.

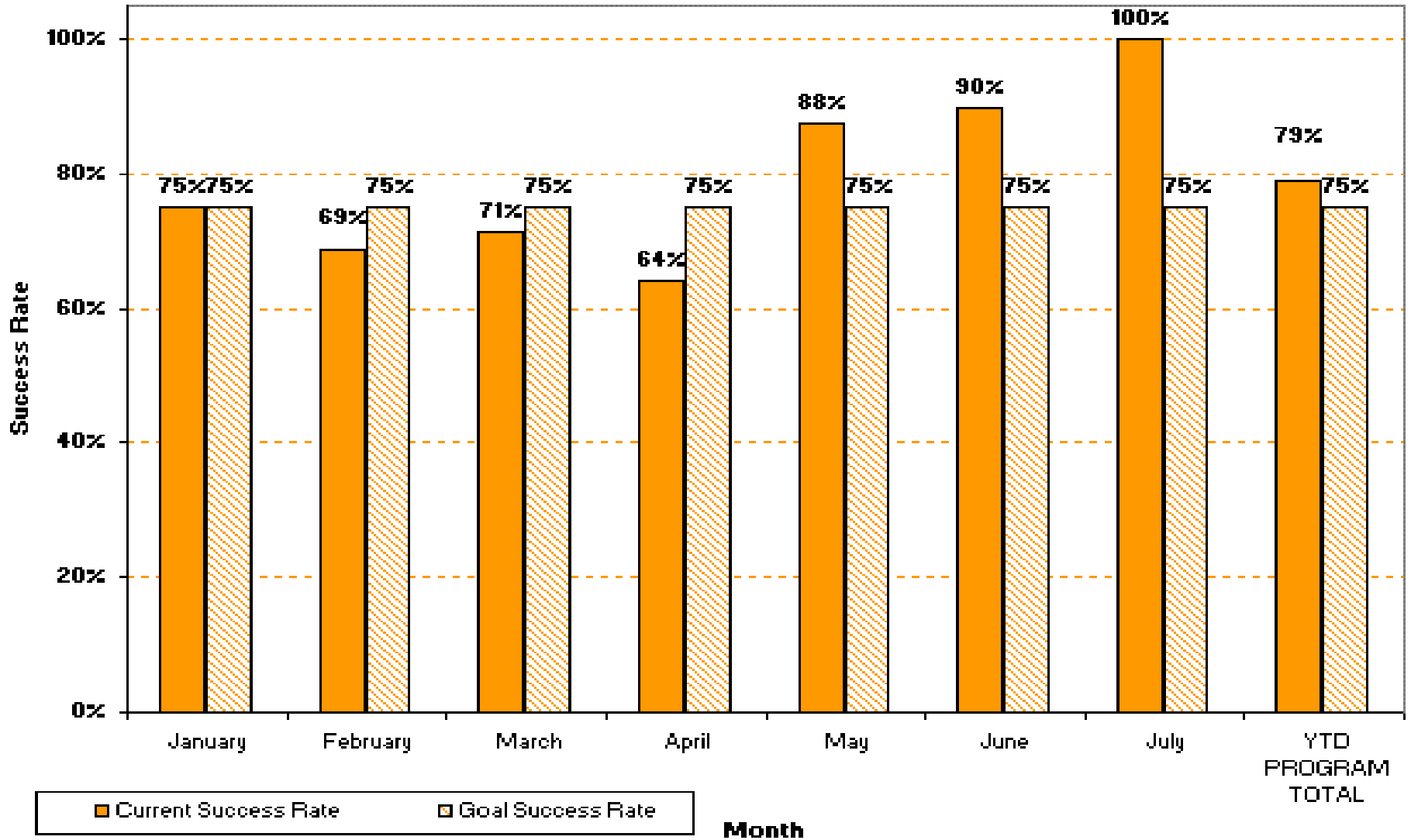
Define to Staff Expectations

- Log Types
 - *Initial Meeting*
 - *Weekly Update*
- Log Quality
 - The agency expectation is that we are using CBT in our day to day interactions with clients. Subsequently, we should be documenting these interactions in *our logs* using CBT language. For caseworkers this will primarily be found in the Initial Meeting and Weekly Update logs.
 - RCC's goal is that caseworkers will use CBT language in at least 50% of meeting logs by 12/07.
 - 25% of each caseworker's logs will be reviewed monthly and evaluated for CBT content (quality). This is considered to be a statistically significant number of logs to review to determine our overall performance.

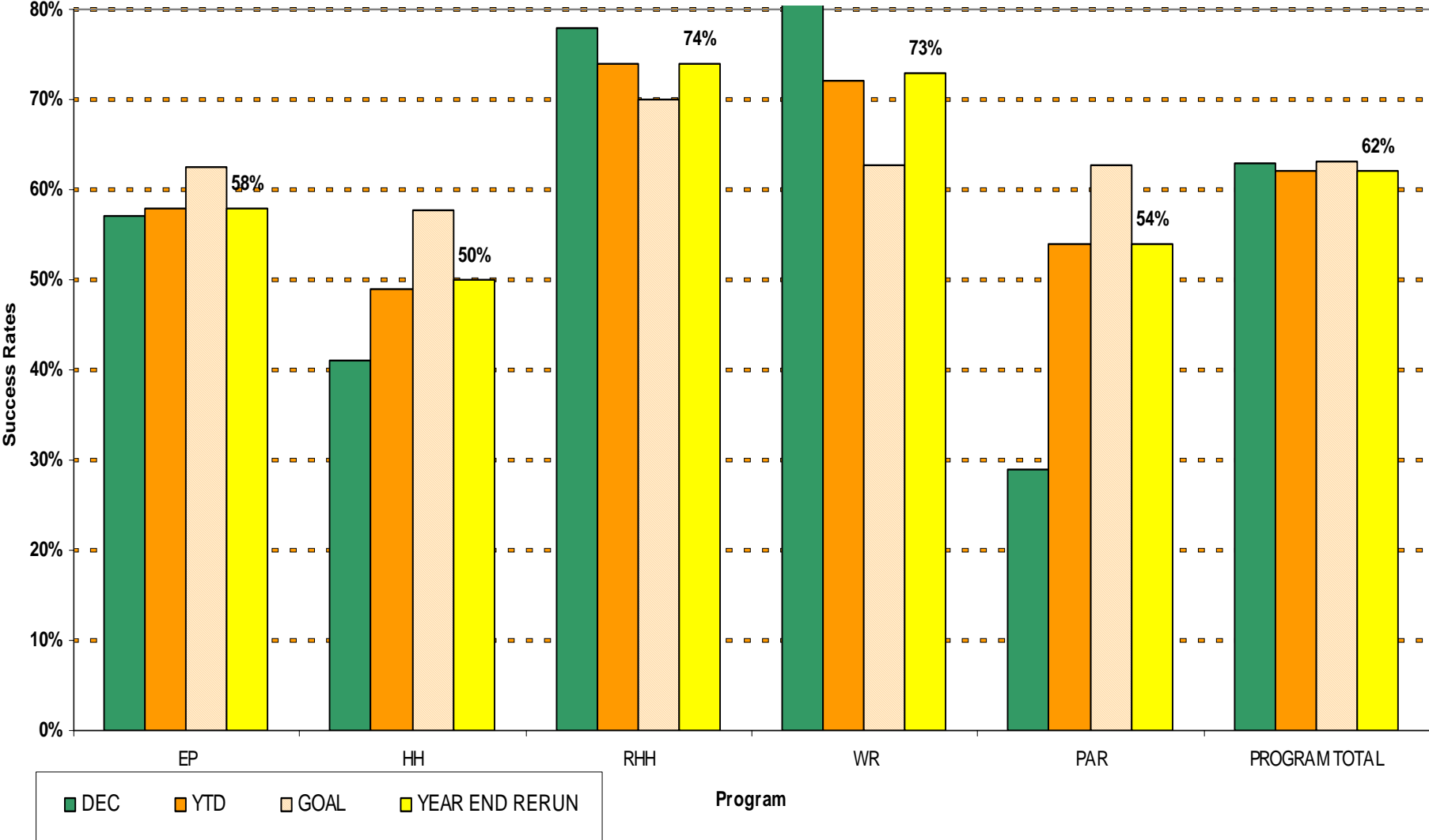
Now What!

- Supervision
 - Define management team within a facility.
 - Define changes, duties, responsibilities to all staff.
 - Define the QA/CQI items that you are going to track for all staff (one section at a time!)
 - What is the content versus the frequency of weekly casemangement meetings.
 - Tracking the modeling of pro-social behavior of staff with interactions with clients.
 - Tracking the rewards vs. sanctions. Sanctions are easy!

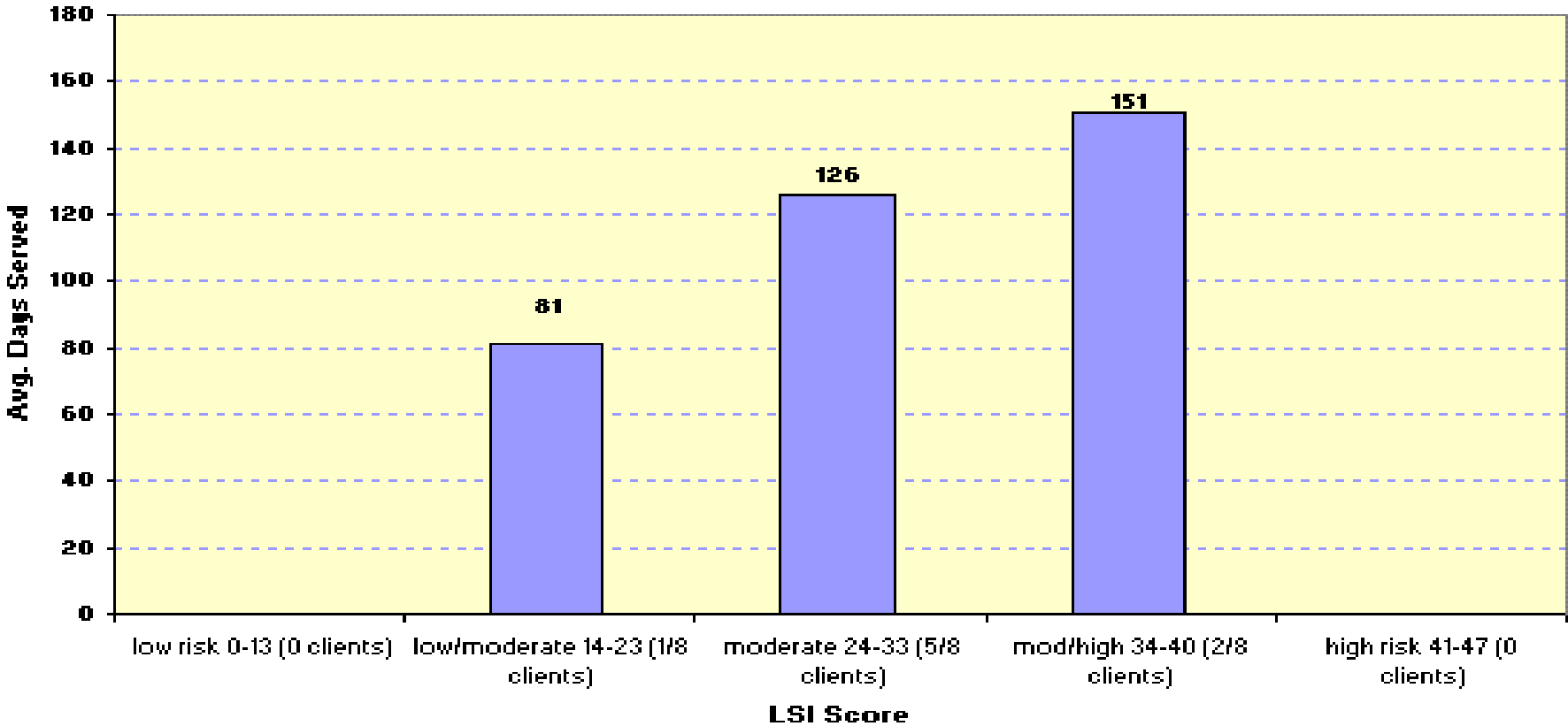
CSCBCF Program Success Rates 2007



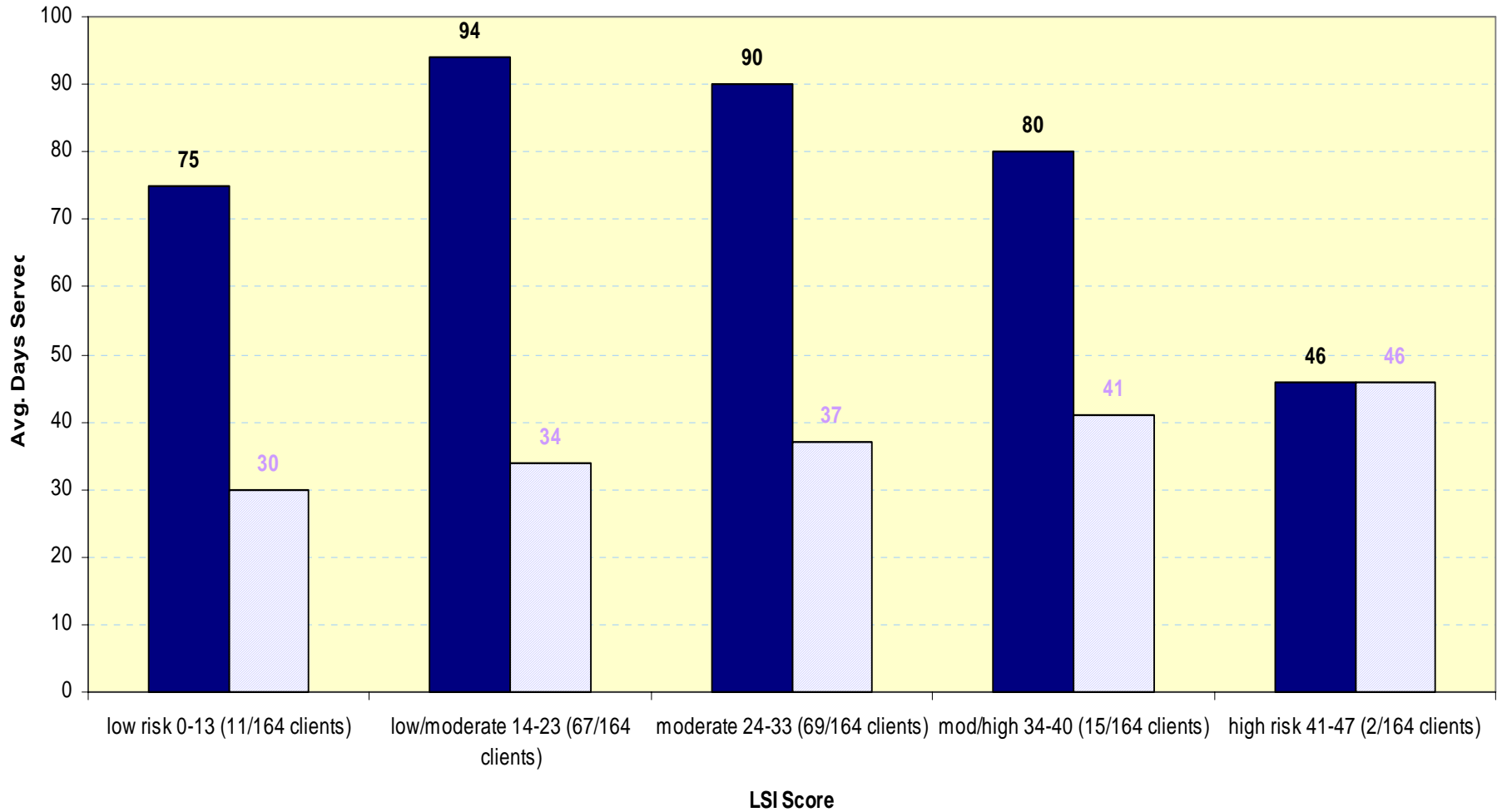
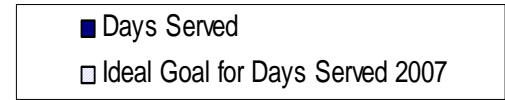
RIP Program Success Rates 2007



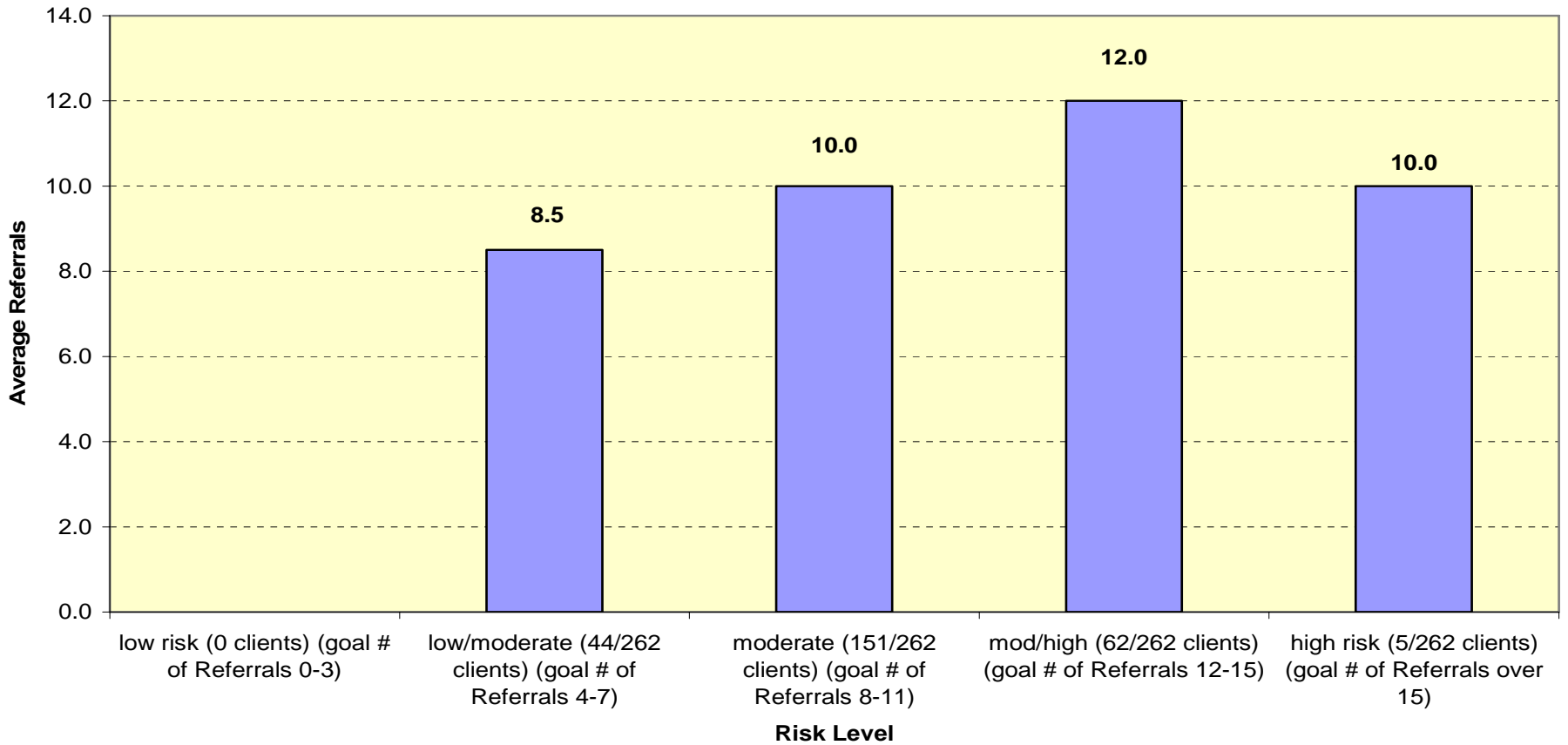
Average Days Served by Risk Level CROSSWAEH April 2007



Avg. Days Served by Risk Level CCTC Male 2007



CBCF Avg. Referrals by Risk Level 2007



Application of Evidence Based Practices

According to research, programs that had an acceptable termination rate, had been in operation for 3 years or more, had a cognitive behavioral program, targeted criminogenic needs, used role playing in almost every session, and varied treatment length or supervision by risk had a 39% reduction in recidivism!