A Systems Approach to Increasing Criminal Justice Treatment Effectiveness

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Royal College of Psychiatrists
Addictions Psychiatry Annual Conference
Interface between addiction and the CJ system
Belfast (May 3-4, 2007)

Drug Abuse Treatment Core Components and Comprehensive Services

Systems Integration

- Transitional supports
- Service integration
- Referrals
- Linkages

Delaware/Crest Program:
3-Year Re-Arrest & Drug Use Rates

California/Amity Program:
3-Year Return-to-Custody Rates (%)

Texas/New Offenses Only:
3-Year Return-to-Custody Rates (%)

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Effective Treatment is a Stage-Based Process

Organizational Factors: Treatment Process & Program Change


Research Basis for Conceptual Model

Assessments

- Survey of Structure and Operations (SSO)
- Survey of Organizational Functioning (SOF)
- Client Evaluation of Self & Treatment (CEST)
- Treatment Cost Analysis Tool (TCAT)
Survey of Structure and Operations (SSO)

- General Program information (e.g., structure)
  - program/clinic characteristics
  - organizational relationships
  - clinical assessment & practices
  - services provided
  - staff & client characteristics
  - recent changes

Assessments

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Organizational Functioning

Climate:
- Mission
- Cohesion
- Autonomy
- Communication
- Stress
- Change

Resources:
- Offices
- Staffing
- Training
- Equipment
- E-Communications

Staff:
- Growth
- Efficacy
- Influence
- Adaptability

Motivation:
- Program Needs
- Training Needs
- Pressures

Job Attitudes:
- Burnout
- Satisfaction
- Director Leadership

Workplace Practices:
- Peer Collaboration
- Deprivatized Practice
- Collective Responsibility
- Focus on Outcomes
- Reflective Dialogue
- Counselor Socialization

Organizational Functioning & Readiness
(based on Staff ratings)

Means & Norms for Organizational Functioning
(25-75th Percentile ORC Score Profiles (N=2,631))

BTEI Project (March 07)

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Client Evaluation of Self & Treatment (CEST)

Motivation for Treatment:
- Desire for Help
- Treatment Readiness

Psychological:
- Self Esteem
- Depression
- Anxiety
- Decision Making
- Self Efficacy

Treatment Engagement:
- Treatment Needs
- Satisfaction
- Rapport
- Participation
- Peer support
- Social support

Social:
- Hostility
- Risk Taking
- Social Conformity

Joe, Broome, Rowan-Szal, A Simpson, 2002 (J Substance Abuse Treatment)

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Client Engagement & Functioning in Treatment (for Client & Program)

Means & Norms for CEST Scale Profiles

Treatment Cost Analysis Tool (TCAT)

- Brandeis ADSS Methodology
- MS Excel-Based Workbook
- Linked Worksheets
  - basic facility information
  - facility data (e.g. finances, client flow)
  - personnel/non-personnel costs
  - economic costs
  - reliability/range checks
  - unit costs
  - feedback (comparison charts/graphics)

Sample Program Cost Reports

Evidence-Based Treatment Model

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Organizational Climate & Treatment Process

Treatment Engagement is better with:
- lower levels of need
- more available resources (offices, staffing, computer access, e-communications)
- better climates (+mission, cohesion, autonomy, communication, change, -stress)
- higher perceived levels of influence

Lehman, Greener & Simpson, 2002 (J Substance Abuse Treatment)
Greener, Joe, Simpson, Rowan-Szal, & Lehman (in press, JSAT)

Organizational Climate, Structure & Treatment Process

Treatment Engagement is Higher in ODF Programs that:
- are smaller
- achieve JCAHO/CARF Accreditation
- have staff more confident in their skills
- report a more positive work climate
- are engaged in more professional workplace practices

Broome, Flynn, Knight, & Simpson (in press, JSAT)

Drug Abuse Treatment Core Components and Comprehensive Services

- More Counseling and Case Management Hours Occur in ODF Programs that:
  - are publicly owned
  - have more longevity (higher consistency) in counseling staff
  - don't serve special populations
  - offer more on-site services
- Smaller caseloads found in accredited programs and those with smaller client census

Etheridge, Hubbard, Anderson, Crackstock, & Flynn, 1997 (PAB)
NIDA Principles of Drug Addiction Treatment, 1999