

"A Systems Approach to Increasing Criminal Justice Treatment Effectiveness"

Patrick M. Flynn, Ph.D.


TCU Institute of Behavioral Research, Fort Worth, Texas

Royal College of Psychiatrists


Faculty of Addictions Annual Meeting

Interface between Addiction and the CJ System

Belfast, May 3-4, 2007



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

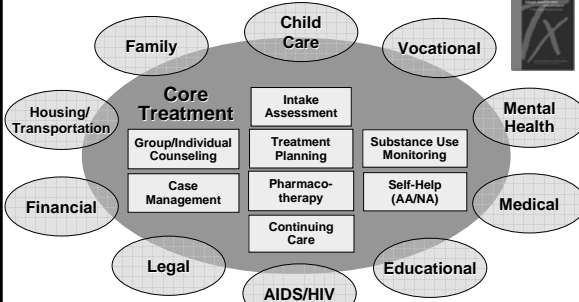


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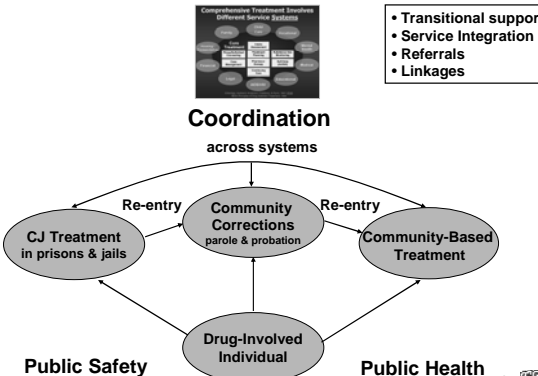
Drug Abuse Treatment Core Components and Comprehensive Services



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

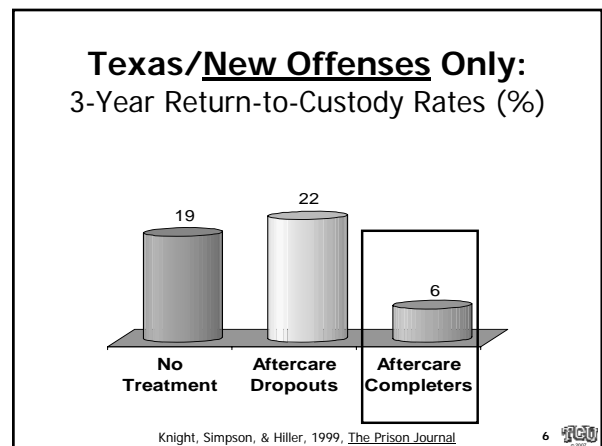
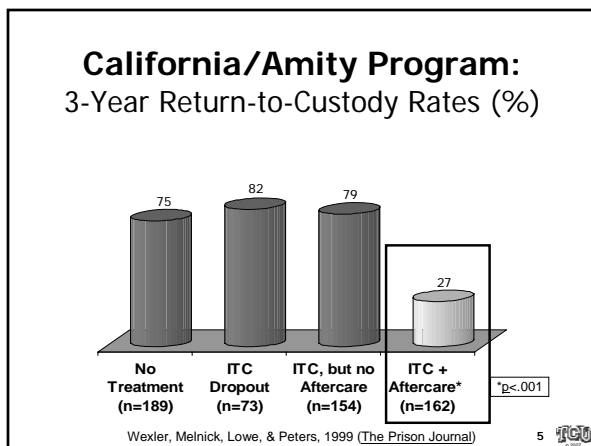
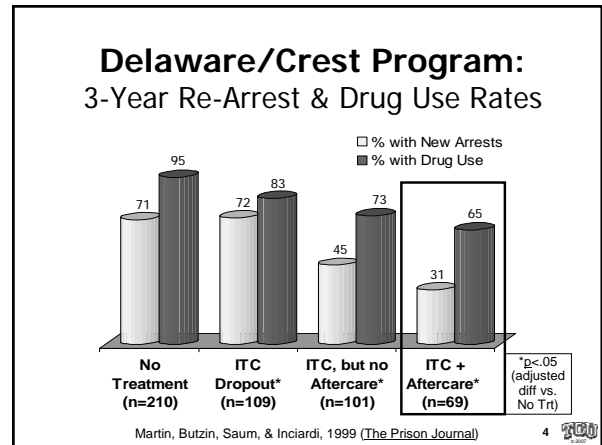
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Systems Integration



- Transitional supports
- Service Integration
- Referrals
- Linkages

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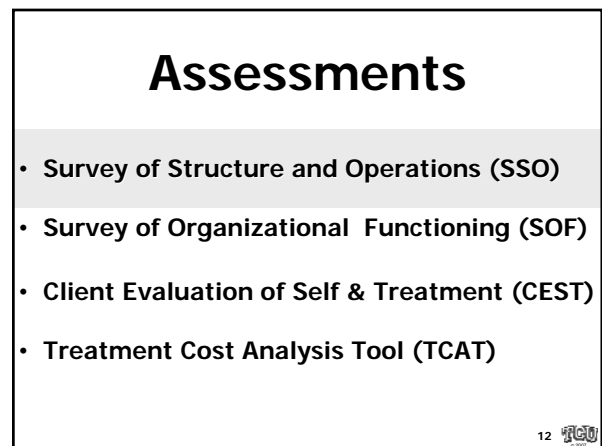
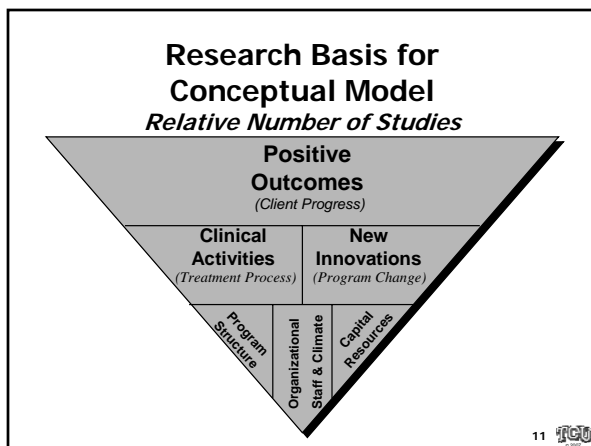
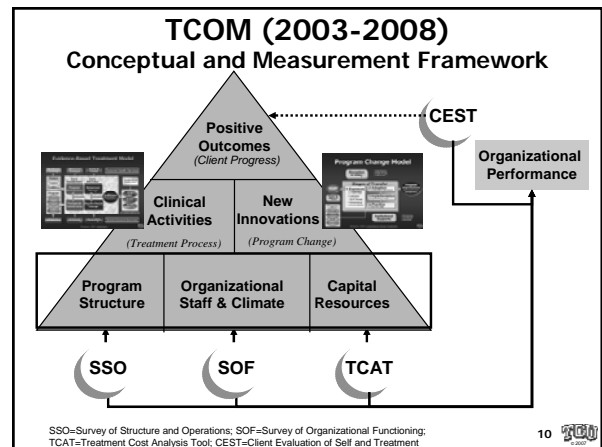
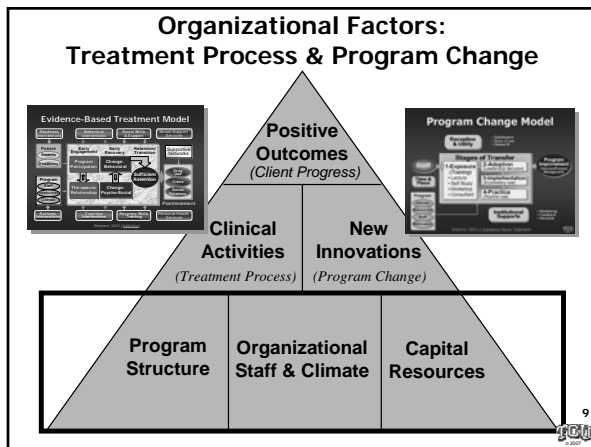
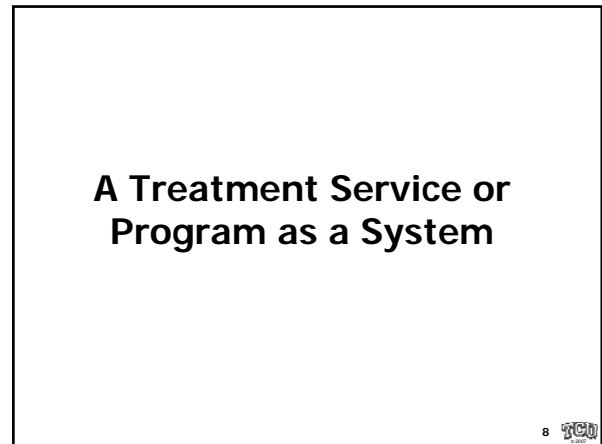
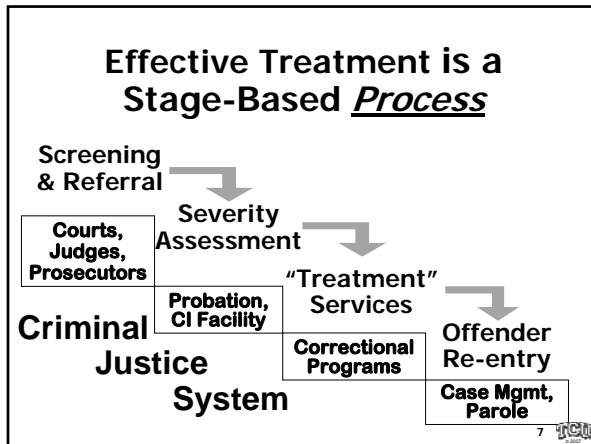
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Survey of Structure and Operations (SSO)

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

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Assessments

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

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Organizational Functioning

<p>Climate:</p> <ul style="list-style-type: none"> • Mission • Cohesion • Autonomy • Communication • Stress • Change 	<p>Resources:</p> <ul style="list-style-type: none"> • Offices • Staffing • Training • Equipment • E-Communications 	<p>Staff:</p> <ul style="list-style-type: none"> • Growth • Efficacy • Influence • Adaptability 	<p>Motivation:</p> <ul style="list-style-type: none"> • Program Needs • Training Needs • Pressures
<p>Job Attitudes:</p> <ul style="list-style-type: none"> • Burnout • Satisfaction • Director Leadership 	<p>Workplace Practices:</p> <ul style="list-style-type: none"> • Peer Collaboration • Deprivatized Practice • Collective Responsibility • Focus on Outcomes • Reflective Dialogue • Counselor Socialization 		


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

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Organizational Functioning & Readiness (based on Staff ratings)

Means & Norms for Organizational Functioning
25th-75th Percentile ORC Score Profiles (N=2,031)

TCU Organizational Readiness for Change (ORC-S) Scores
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Keyworker (ORC) Ratings in B'ham CJ vs. Non-CJ Programs

□ Non-CJ (n=126) ■ CJ (n=63)

Category	Non-CJ (n=126)	CJ (n=63)
Motivation: Prg Needs	29.8	33.4
Resources: Equipment	29.9	32.7
Resources: Training	32.3	29.6
Climate: Cohesive	36.6	32.6
Climate: Open to Chg	33.7	32.2


(all p < .05)

BTEI Project (March 07)

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Client Evaluation of Self & Treatment (CEST)

Motivation for Treatment:

- Desire for Help
- Treatment Readiness

Treatment Engagement:

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

Psychological:

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

Social:

- Hostility
- Risk Taking
- Social Conformity

Joe, Broome, Rowan-Szal, & Simpson, 2002 (*J Substance Abuse Treatment*) 19 TCU

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

Means & Norms for CEST Scale Profiles

25th-75th Percentile CEST Scores (TCU Files N=8,933)

TCU Client Evaluation of Self & Treatment (CEST) Scales

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Assessments

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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)

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Sample Program Cost Reports

Average Program Costs: Adjusted ADSS and Program Data

Unit Cost	Cost Per Enrollment Day	Cost Per Enrollment Hour	Cost Per Group Counseling Hour Per Client
Day	\$11.28	\$17.08	
Hour		\$88.88	\$43.08
Group Counseling Hour Per Client			\$9.71

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Evidence-Based Treatment Model

Positive Outcomes

- Clinical Activities (Treatment Process)
- New Innovations (Program Change)
- Program Structure
- Organizational Staff & Climate
- Capital Resources

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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)

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Evidence-Based Treatment Model

Positive Outcomes

Clinical Activities (Treatment Process) | New Innovations (Program Change)

Program Structure | Organizational Staff & Climate | Capital Resources

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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)

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Drug Abuse Treatment Core Components and Comprehensive Services

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

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Drug Abuse Treatment Core Components and Comprehensive Services

Positive Outcomes

Clinical Activities (Treatment Process) | New Innovations (Program Change)

Program Structure | Organizational Staff & Climate | Capital Resources

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Organizational Structure & Core 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

Knight, Broome, Simpson, & Flynn (revise & resubmit—under review)

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