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The Recovery Court Team Is Integral To The Program

Chief Mack Jenkins (Ret.)

Judge Brian MacKenzie (Ret.)

Justice Speakers Institute

Objectives

- Review basic concepts of recovery court team functioning;
- Discuss the stages of team development;
- Review barriers to team functioning and identify strategies to address them;
- Review court team roles; and,
- Discuss Collaborative Case Management/Staffing fundamentals.



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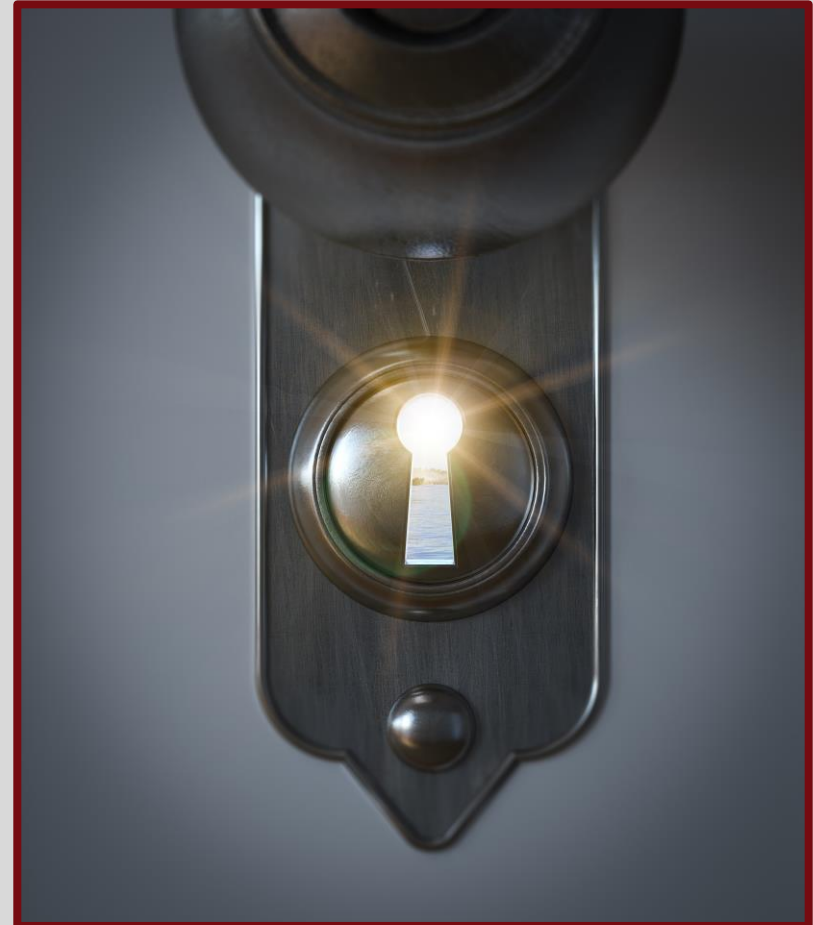


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Goals Of Recovery Courts

Recovery courts have become an important part of the criminal justice system:

- Recovery courts offer a non-traditional approach to integrating treatment provision and criminal justice case processing;
- Rely on close collaboration by multidisciplinary teams, including members from the judicial and treatment communities; and,
- Provide both accountability and treatment and services to justice involved to reduce substance use and recidivism.



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In the Recovery court model, rather than abandoning traditional roles, the involved disciplines expand them. The disciplines collaborate on a single mission to collectively protect and serve the community, and improve outcomes for a justice involved populations

The core team



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Each member of the team is crucial to the success of the Drug Court



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Core Team Structure



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- Manageable number;
- Common purpose;
- Common approach;
- Enabling structure;
- Mutual accountability;
and,
- Agreement.

Coordinator



- Oversees budget and grant writing;
- Compiling of statistical data;
- Participates in team meetings and program evaluation; and,
- Solicits community support to enhance services available to the participant.

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Treatment/Counselor



- Provides treatment directly to the participant;
- Constructs treatment plans;
- Provides complete information about participant progress; and,
- Participates in the staffing meeting.

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Probation officer

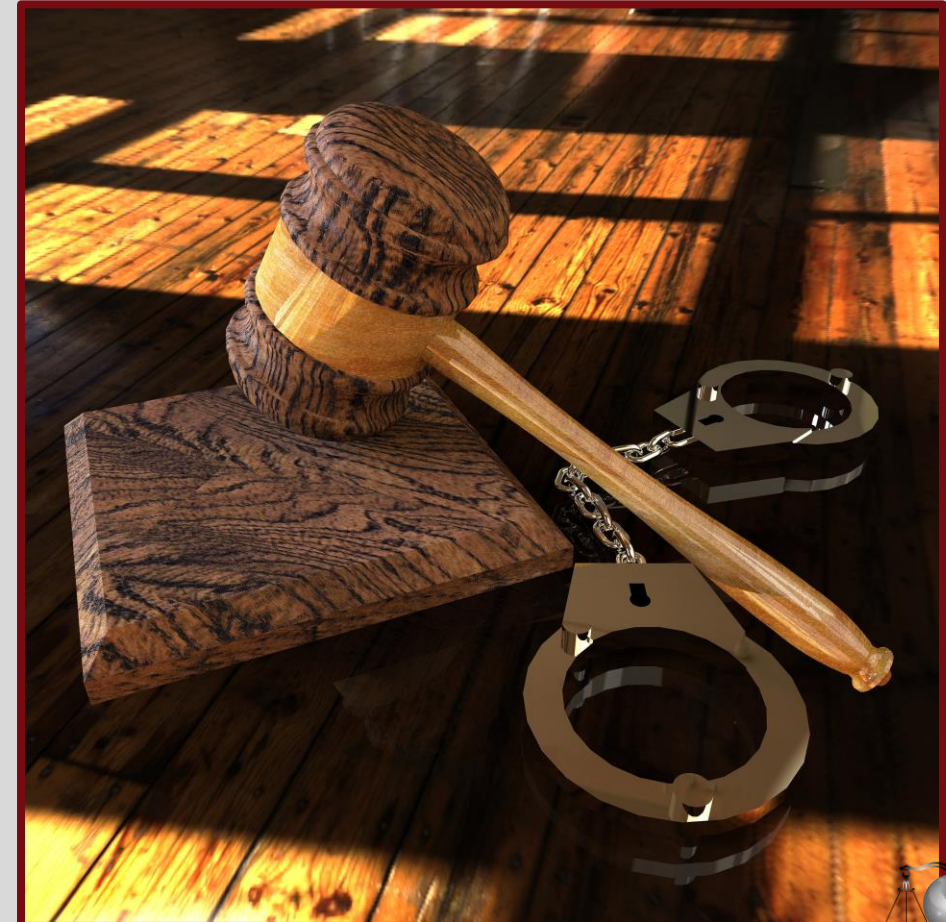


- Responsible for the direct supervision of the participant, including referrals to treatment agencies;
- Monitoring participant 's day-to-day activities; and,
- Provides the basic information about the participant at the team meeting.

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Supervision

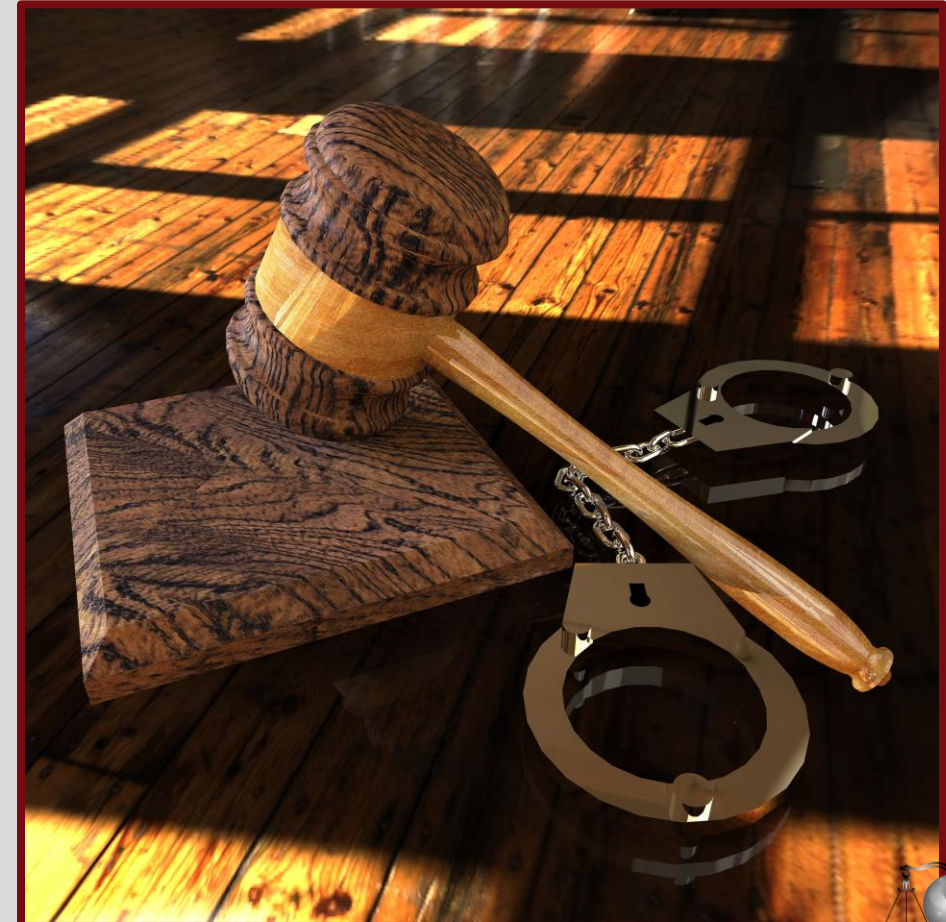
- May be performed by probation, case manager position, community supervision officer, etc.
- May provide background and criminal history information for screening and assessment
- Conducts risk needs assessment
- Monitors day to day activities of the participant
- Monitors compliance with program rules and supervision terms
- Develops a supervision plan based on assessment, and contributes to coordinated case plan



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Supervision

- Pursuant to assessed needs and the case plan, makes referrals to appropriate programs/services, facilitates enrollment/engagement and monitors progress
- Conducts random drug testing
- Conducts periodic home visits to assess home environment and monitor progress pursuant to case plan.
- Attends staffing to discuss; 1) evaluation, 2) participant progress, 3) response to behavior, 4) phase advancement, 5) communication, termination
- Works to achieve program mission and goals



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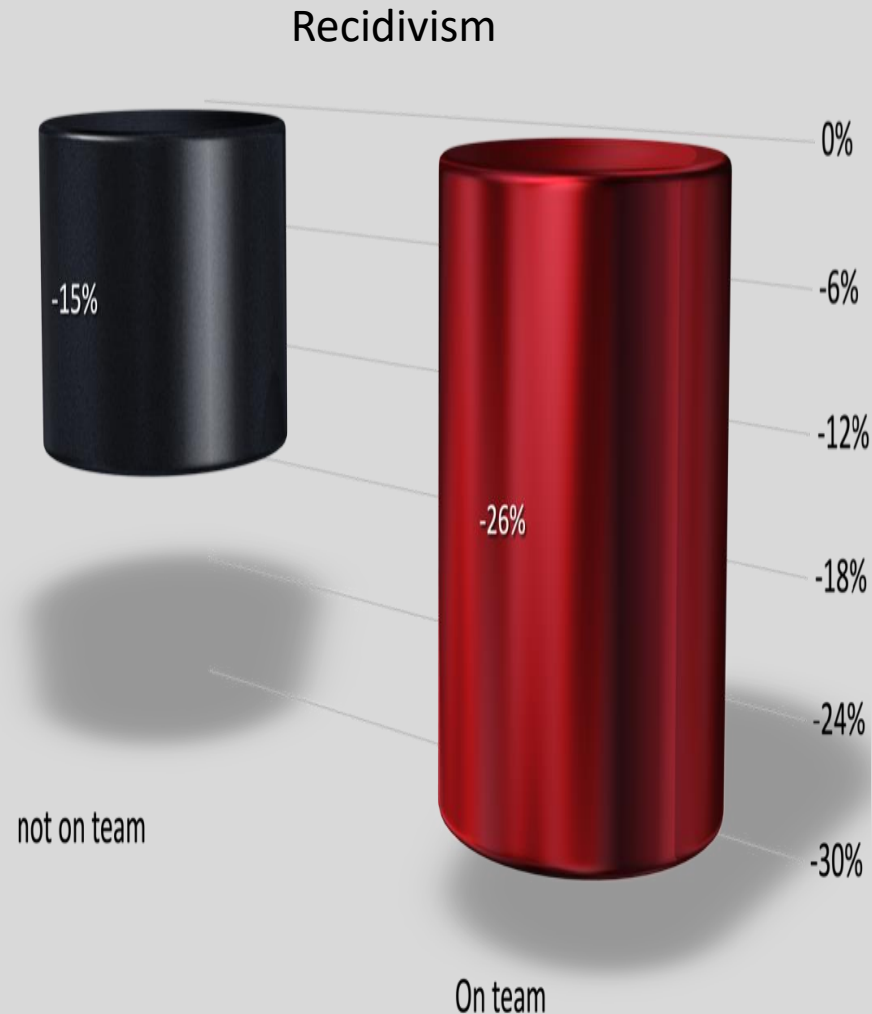
Treatment

- May include LCSWs, psychologists, addiction counselors, etc..
- Conducts SUD/MI screening
- Conducts clinical assessment/determines diagnosis
- Creates and shares treatment plan, contributes to developing a coordinated case plan
- Responsible for direct service intervention to address, substance use disorder (SUD), serious mental illness (SMI), co-occurring disorders, etc..
- Provides updates and information to the team sufficient to inform and influence ; 1) evaluation, 2) participant progress, 3) responses to behavior, 4) phase advancement, 5) commencement, termination
- Works to achieve program mission and goals



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Law Enforcement



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- Is responsible for follow-up on bench warrants issued by the Court;
- Checks on participant compliance through unannounced house visits; and,
- Acts as a liaison with their respective department.



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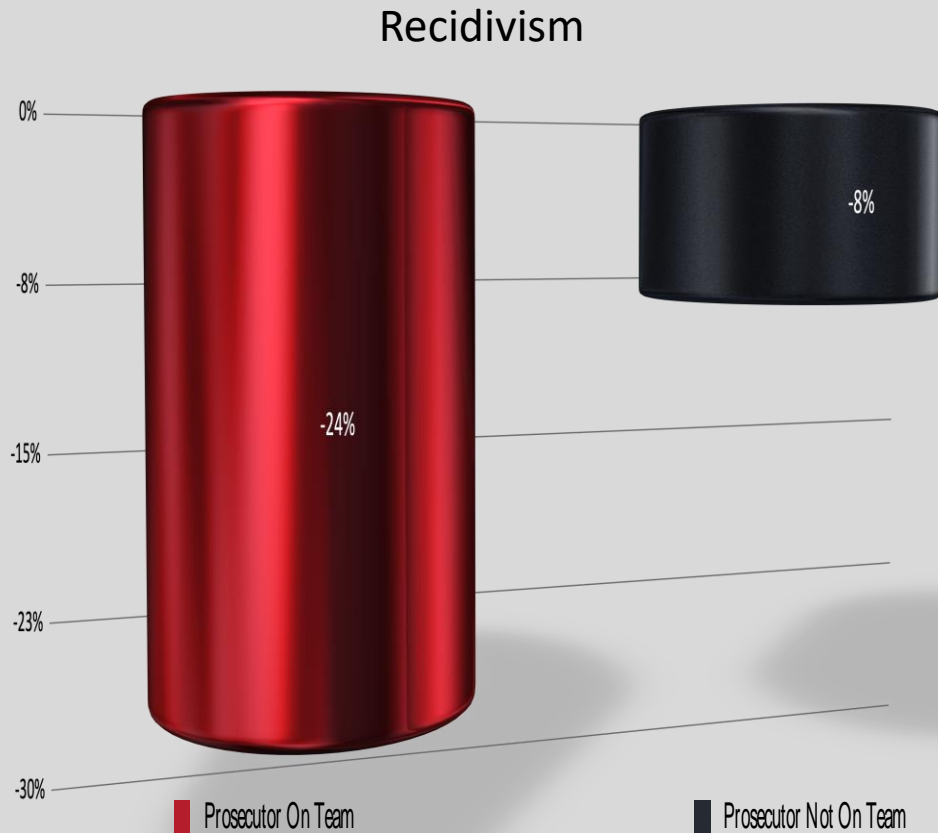
Defense Attorney



- Assists with negotiation of plea agreements;
- Facilitates participant entry; and,
- Advocates for the participant during staffing meeting and court proceedings.

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Prosecutor



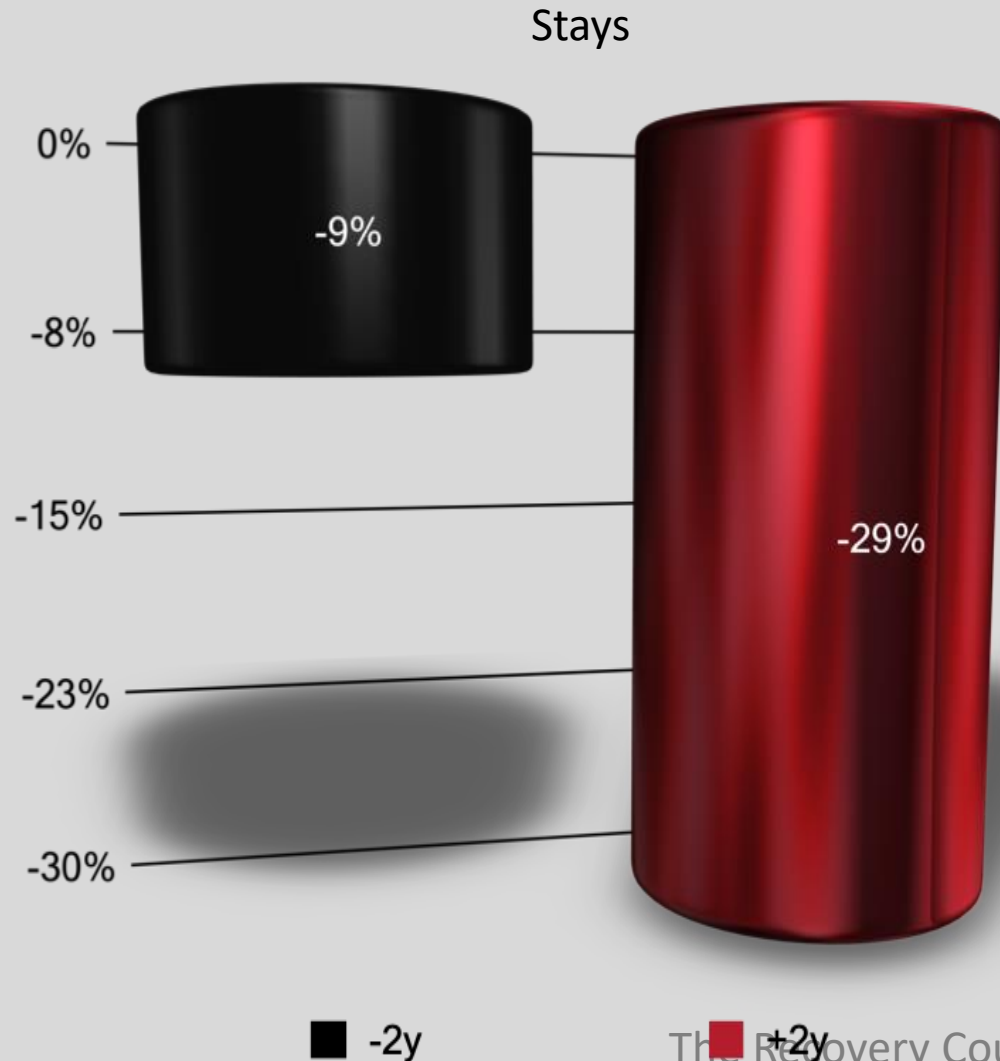
- Reviews potential participant's eligibility; and,
- Participates in staffing of cases, addressing revocations, pleas and application of incentives and sanctions as they apply to the participant.

The Team Requires a Leader



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Judge

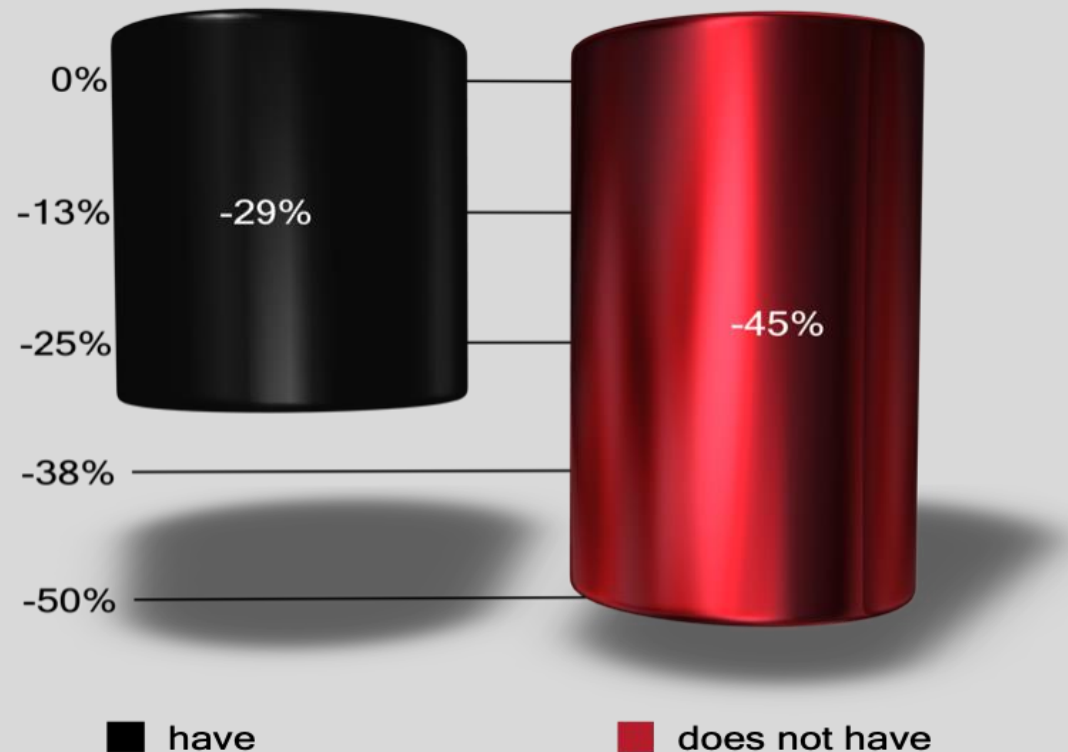


- Reduction in recidivism improved dramatically during the judge's second year;
- Judges require time and experience to learn how to perform their jobs effectively; and,
- For this reason, annually rotating assignments is contraindicated.

Judge

< Recidivism

Core Team is given a copy of
the sanction guidelines

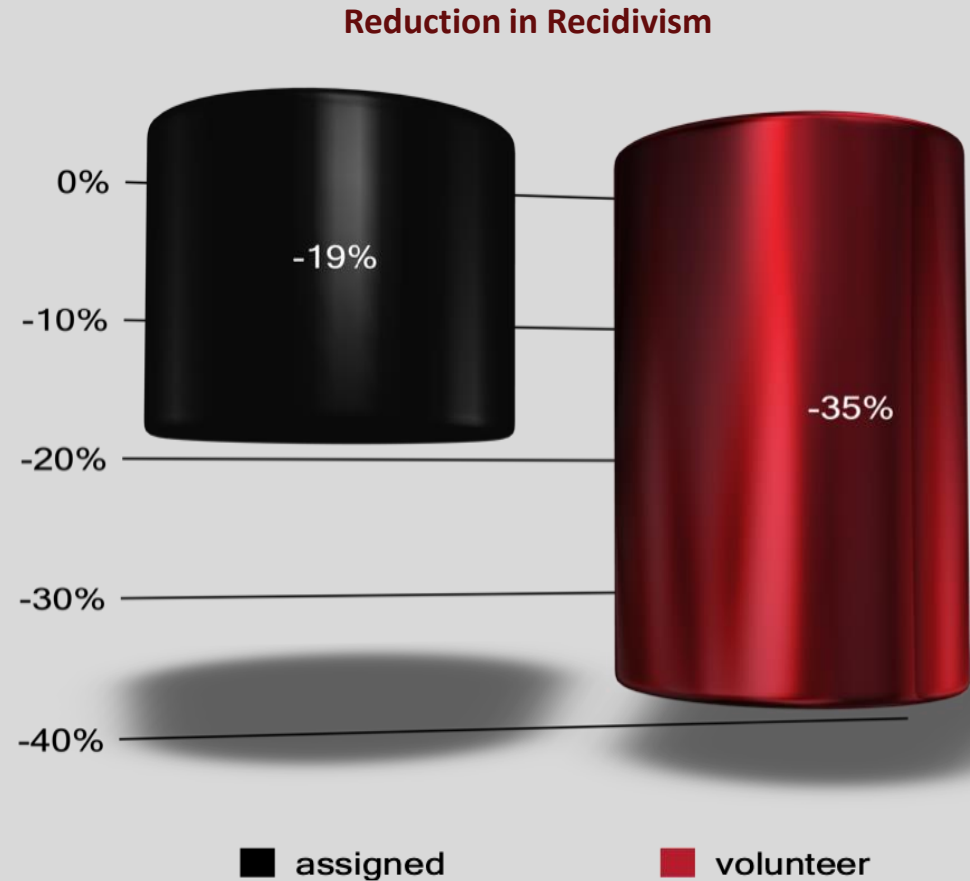


- Drives creation;
- Champions improvements;
and,
- Broadens collaboration.

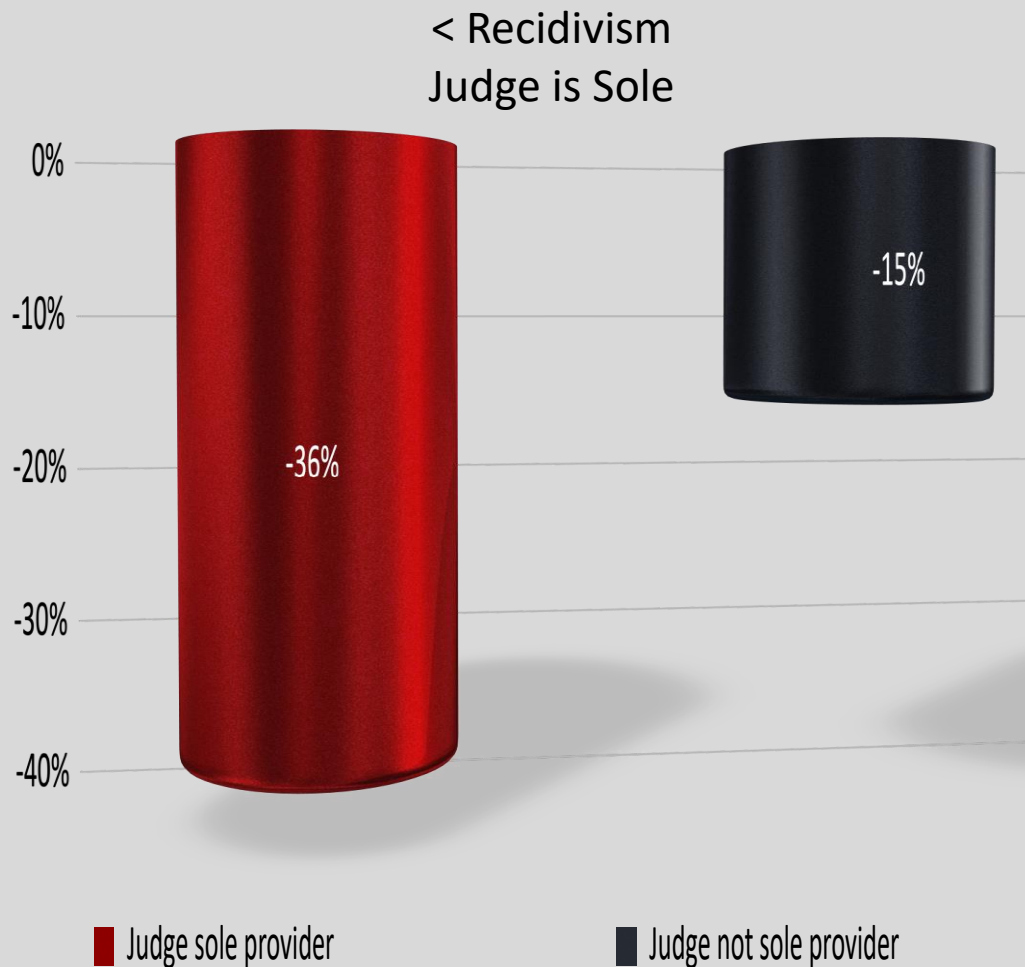
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Judge volunteers

Greater reductions in recidivism were found in courts where the judges oversaw the drug court on a voluntary basis.



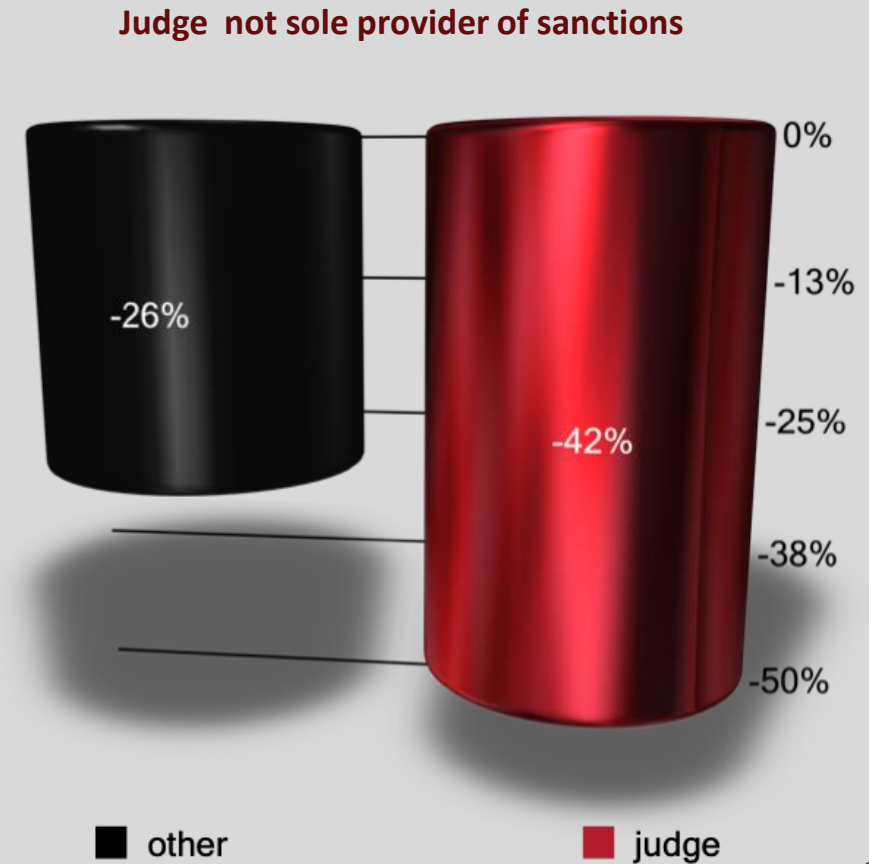
Judge



- Ensures EBPs;
- Encourages information sharing;
- Overcomes challenges; and,
- Commits to the long term.

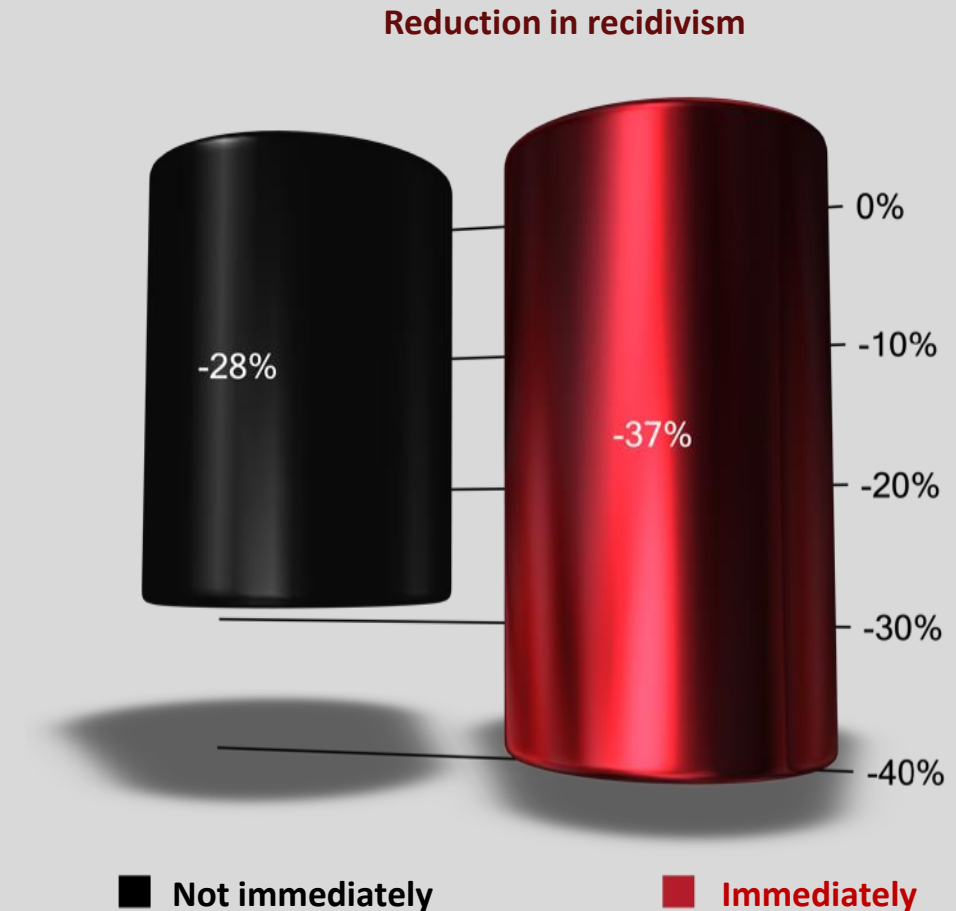
Sanctions

When team members other than the judge can impose sanctions there is a smaller reduction in recidivism. Don't allow that to become part of the design.



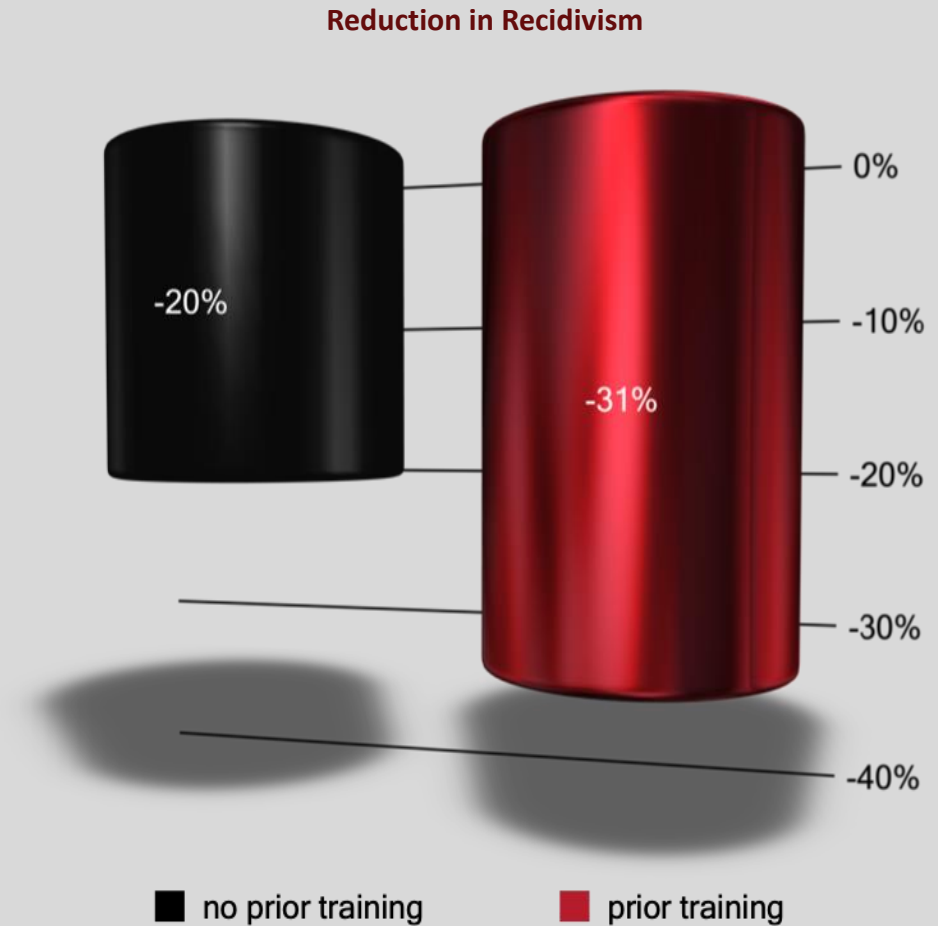
Sanctions

Sanctions are imposed immediately after non-compliant behavior. Court imposes sanctions in advance of a client's regularly scheduled court hearing.



Education

- Judge attends treatment training on judicial ethics, evidence-based practices, substance abuse and mental health treatment, behavior modification, and community supervision;
- As judge has such a substantial impact on outcomes, continued training is especially important; and,
- Judge ensure all team members get training.



Collaborative Case Management

- Collaborative case management is the process by which all members of the team join in the effort to manage the progress of the participants through the program
- The practices of assessment, planning , treatment, engagement, monitoring and advocacy are coordinated



Collaborative Case Management

The process involves:

- An assessment to identify, risk, needs, and diagnosis.
- The creation of a comprehensive case plan that includes both clinical/treatment and supervision goals (short/long term)
- Case plan also includes steps or activities to achieve the goals



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Stages and Cycles of a Team



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graph TD; Forming --> Storming; Storming --> Norming; Norming --> Performing; Performing --> Forming;
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Forming

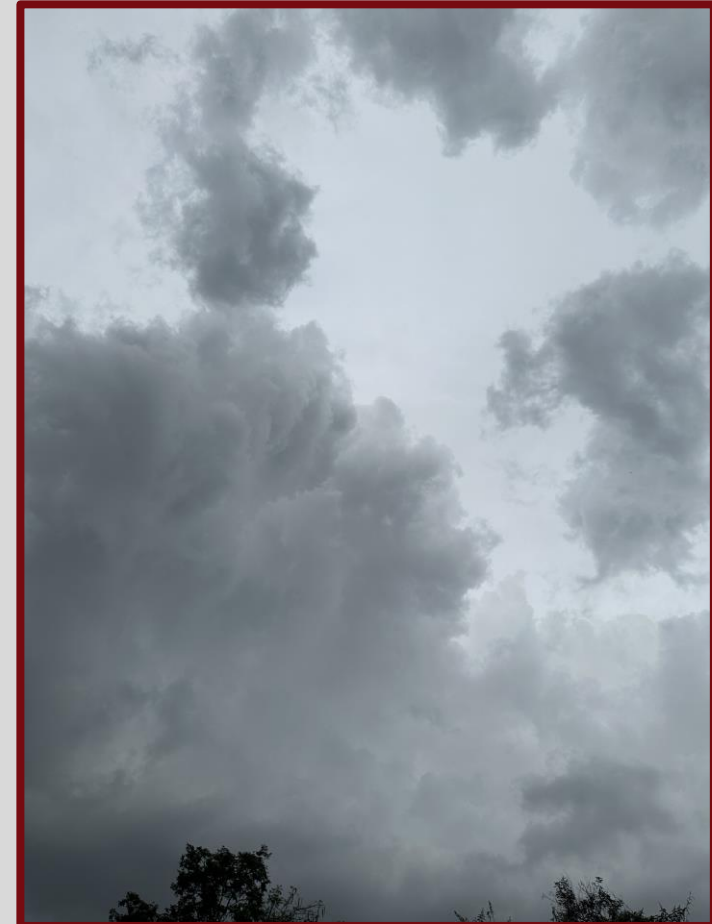
Performing

Storming

Norming

Forming

- The team comes together, members may be polite and congenial time is spent getting to know each other.
- A ‘feeling out stage’
- Communication may be guarded, cautious
- As the group starts to familiarize themselves, roles and responsibilities will begin to form. It is important for team members to develop relationships and understand the part each person plays.
- This stage focuses more on people that work, it may not be the most productive



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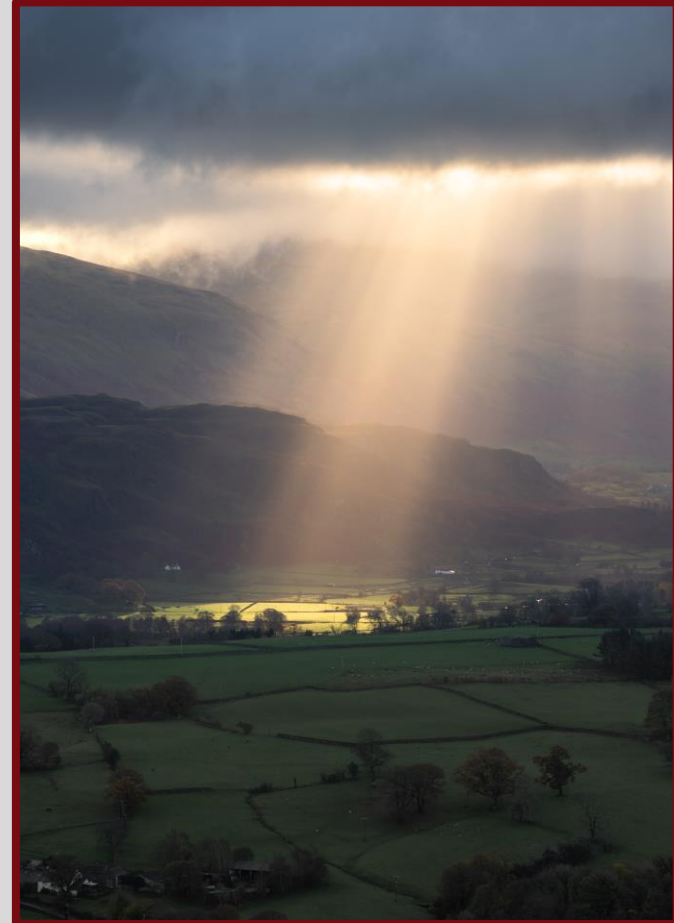
Storming

- Initial feelings of excitement and the need to be polite may wear off
- Personalities may clash.
- There may be confusion, disagreement and misinformation about team goals, and responsibilities.
- Conflict and communication breakdowns may emerge or surface.
- “Mission creep” may occur by accident or design
- Productivity is adversely impacted.



Norming

- During the norming stage, members start to notice and appreciate and underset and their team members' strengths. Everyone is contributing and working as a cohesive unit.
- Members begin to settle into definitive roles (by design or accident)
- Ground rules become more clear and or are formed by agreement, or practice.
- Disagreements and conflicts may still occur, but are more efficiently resolved.



Performing

- The highest level of the performance for a team.
- Each team members role is well defined, understood and respected by all members
- Effective communication practices are in place
- Effective conflict resolution practices are in place
- There is a good understanding of the team's goals and priorities.
- Productivity is high



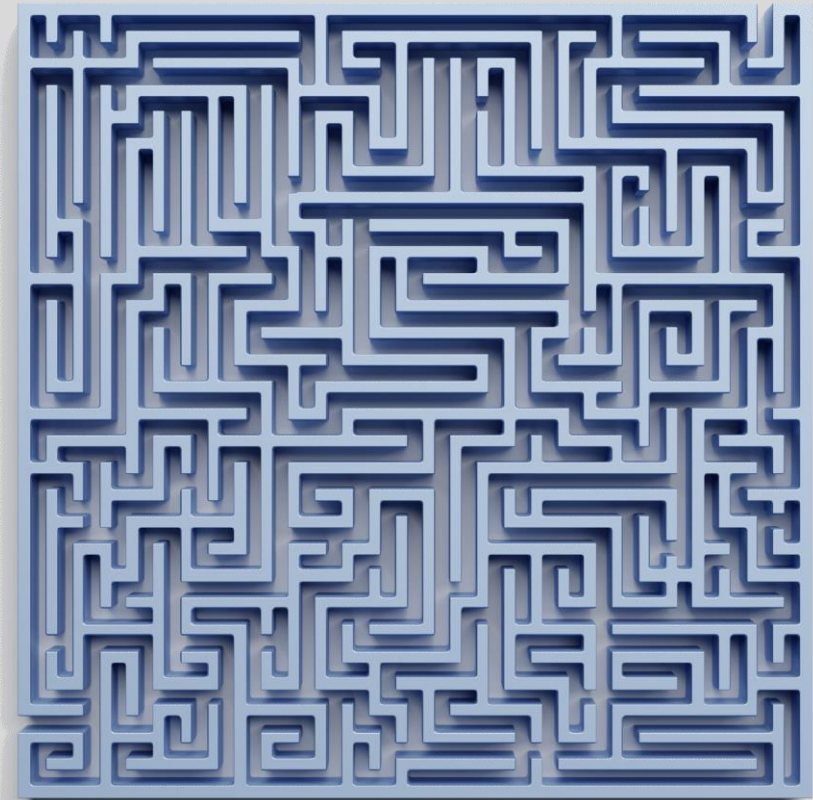
Improving Team Functioning

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Barriers to Effective Collaboration

- Historical independence of operations
- Ineffective communication
- Lack of information or misunderstanding about the roles mission, limitation and duties of involved disciplines.
- “Old school thinking” “we have never done that before”
- Failure to expand
- Lack of clarity re goals
- Historical distrust between disciplines
- Frequent turnover of team members



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Focus on Core Team Functions

- Be clear on and remain focused on program and goals
- Communicate: consistently, timely and with relevant information
- Know program policies procedure



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Communication

- Communication Practices
 - Avoid Ego-centered Communications
 - Avoid downward communication
 - Practice active listening
 - Reinforce others statements
 - Find common ground
 - Reframe statements naturally
 - Ensure inclusiveness
 - Show understanding
 - Engage in empathetic listening
 - Sum-up



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Staffing

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Pre-Court Staffing Purposes

- Evaluate eligibility of Recovery Court candidates
- Develop initial case plan
- Review Progress on case plans/goals
- Consider phase advancement/termination/graduation



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Pre-court staffing script

- Every staffing for progress reviews should address at a minimum;
 - Risk level
 - Targeted need areas (criminogenic/clinical)
 - Case plan goals Proximal Distal (immediate/long term)
 - Activities to achieve goals (updates)
 - Treatment/supervision update
 - Review phase level
 - Consider any behaviors or activities that may require a response .
(incentives/sanctions/ therapeutic adjustments

Information Sharing

- Ensure appropriate releases are in place.
 - HIPPA
 - 42 CFR
 - CORI
 - MOU/MOA
- Identify/clarify information to be shared.
- Time frames for information sharing



Practices to Support Team Development and Functioning- Action Steps

- Develop a metrics to track team progress to goals and objectives and communicate regularly to team members.
- Commend and reward team members for exceptional work
- Formerly incorporate a new team member orientation process into team operations



Practices to Support Team Development and Functioning- Action Steps

- Collectively revisit program purpose, mission, and goals. Review at least annually
- Clearly establish and formalize team member roles and responsibilities, document include in manual and share
- Ensure each member is aware of individual agency purpose, statutory and administrative obligations and expectations.
- Dedicate time to team review functioning. Conduct a retreat at least annually



Teams work!



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**Thank you for your kind
attention**

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