

Roles and Responsibilities

 Clearly defining and accepting the different roles and responsibilities of each team member is critical element for effective team performance, productivity and successful collaboration.







Roles and Responsibilities

 Role – a set of behaviors or attitudes associated with a particular position in the team

 Several studies have shown that what a person believes their role is on a team is not what other team members perceive it to be.





Roles and Responsibilities

 Role Expectations - those behaviors of one member expected or prescribed by other members of the team.



Activity – Conducting A Role Analysis

- 1. At your table
- 2. Using the provided sticky notes—write the duties/responsibilities of each team member listed on the wall. For example: if you have 4 duties of the judge, then you should have 4 sticky notes with one duty on each.
- 3. Place the sticky notes to the roles on the wall.
- 4. Sit back down and discuss

Debrief

Discussion leads to clarification and acceptance of each person's assigned responsibilities.

- What was the biggest challenge doing this activity?
- What expectations team members wrote were a surprise?
- How do you see this activity being beneficial for team development?



Six Factors for Team Effectiveness

- 1. Reinforce a shared purpose
- 2. Role clarity
- 3. Promote enabling processes
- 4. Psychological safety
- 5. Encourage collaborative spirit
- 6. Foster growth





What is My Purpose?

Truly effective teams are groups of individuals with a common purpose and values that are understood by all members.

Activity

Individually, take 5 minutes and write 2-3 sentences on what motivates you to work on the treatment court team (your driving force or purpose)





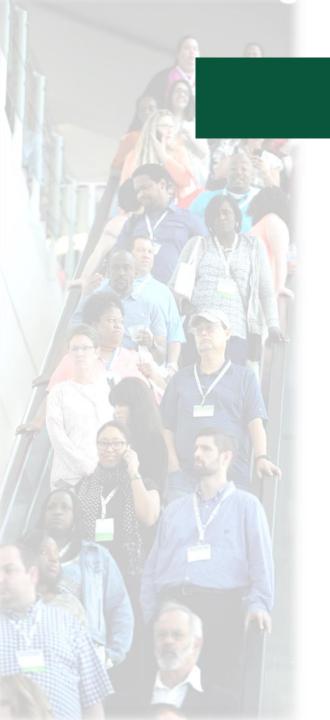
Finding Common Ground

 Common ground is a topic, opinion, or interest that two or more people can agree about. Even when two people disagree on something, common ground can help bring them together.

Activity:

As a team, write out a team purpose statement for your (imaginary) treatment court that everyone agrees with using the my purpose exercise





STANDARD VIII



A dedicated, multidisciplinary team of professionals that . . .

- Manages the day-to-day operations
- Reviews participant progress
- Contributes observations and recommendations based on expertise
- Delivers and oversees the delivery of legal, treatment, and supervision services



OBJECTIVES



Composition and **Training**

Sharing Information

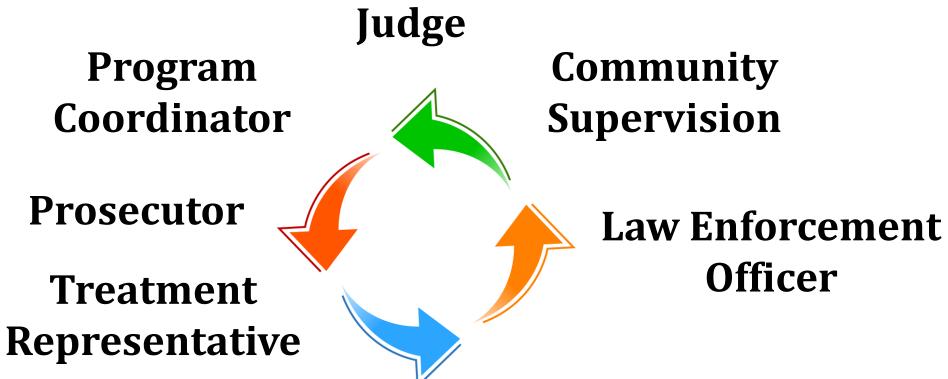
TEAM

Communication and Decision Making

Pre-Court
Staffing and
Status Hearings

TEAM COMPOSITION





Defense Counsel Representative

Evaluator

JUDGE



Message: "Someone in authority cares."

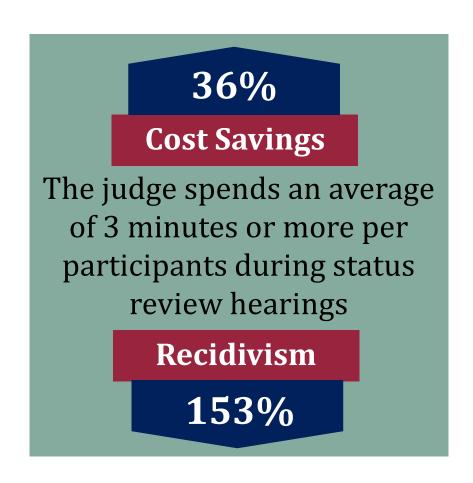
Typically, a trial court judge leads the treatment court team; however, in some jurisdictions a judicial officer such as a magistrate or commissioner may preside over the treatment court.

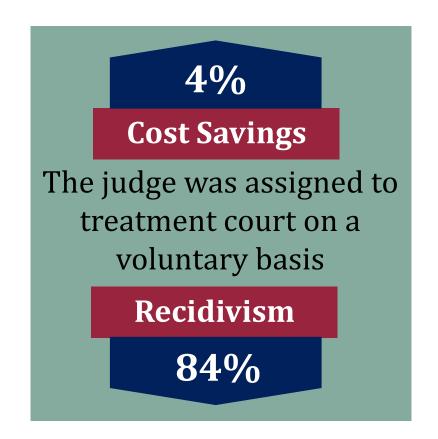


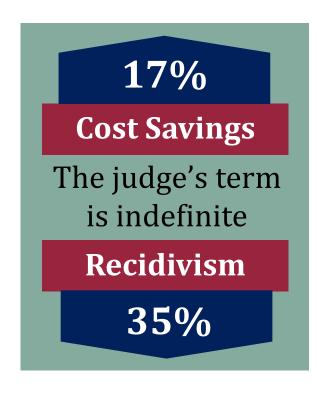
BEST PRACTICE STANDARD III (2023)

"The treatment court judge stays abreast of current law and research on best practices in treatment courts and carefully considers the professional observations and recommendations of other team members when developing and implementing program policies and procedures. The judge develops a collaborative working alliance with participants to support their recovery while holding them accountable for abiding by program conditions and attending treatment and other indicated services."

JUDGE - RESEARCH







Recidivism reduction and cost savings relative to courts that do not follow these practices.

LENGTH OF COURT INTERACTION

- AllRise Judicial Bench Card
- Input from treatment providers
- Participant assignments
- Read participant workbooks
- Participant essays
- Use the courtroom as a classroom
- Motivational Interviewing
 - Open questions
 - Affirmations
 - Reflective Listening
 - Summarize



LENGTH OF COURT INTERACTION



- Use phase objectives to structure interaction
 - Phase 1: Acute Stabilization
 - Phase 2: Clinical Stabilization
 - Phase 3: Pro-Social Habilitation
 - Phase 4: Adaptive Habilitation
 - Phase 5: Continuing Care
- Use interaction as education for team and others
- Allows participants to tell their story
- Shows you care

FIVE JUDICIAL ROLES

- 1. Judge as <u>LEADER</u>
- 2. Judge as **COMMUNICATOR**
- 3. Judge as **EDUCATOR**
- 4. Judge as **COMMUNITY COLLABORATOR**
- 5. Judge as **INSTITUTION BUILDER**

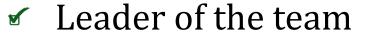






JUDGE - DUTIES





- Knowledgeable about policies and procedures
- Knows them by name
- Encourages them to succeed
- Emphasizes treatment
- Not intimidating
- Approachable
- ✓ Lets them tell their story
- Treats them fairly and with respect
- Impartial does not prejudge





Program Coordinator - Duties





- Maintains accurate and timely records
- Oversees fiscal and contractual obligations
- Facilitates communication between team members and partner agencies
- Ensures that policy and procedures are followed
- Oversees collection of performance and outcome data
- Schedules court sessions and staff meetings
- Orients new hires

Prosecutor – "Nonadversarial Approach"

Typically an assistant district attorney

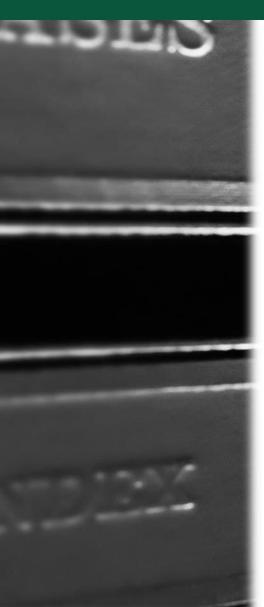
- Assigned to work with the treatment court team
- Advocates for public safety and victim interest
- Reviews the case and determines if participant is eligible for program
- Files all necessary legal documents
- Holds participants accountable for meeting their obligations
- May help resolve other pending legal cases that affect participants' legal status or eligibility

Prosecutor - "Nonadversarial Approach"

- Agrees that a positive drug test or open court admission of drug possession or use will not result in filing of additional charges
- Makes decisions regarding the participant's continued enrollment in the program based on performance in treatment rather thank on legal aspects of the case, barring additional criminal behavior







171%
Cost Savings
Prosecutor
attends staffing

Prosecutor attends court sessions

Recidivism

35%

Recidivism reduction and cost savings relative to courts
that do not follow these practices.

NPC Research Key Components Study 2008

Defense Attorney - "Nonadversarial Approach"

Typically an assistant public defender or private defense attorney specializing in treatment court cases

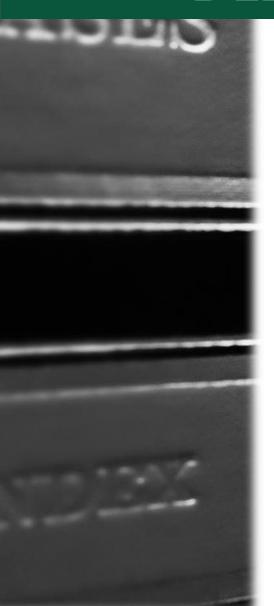
- Contracted to work with the program to provide consistency
- Reviews the arrest warrant, affidavits, charging document, and other relevant information, and reviews all program documents (e.g., waivers, written agreements)
- Advises the participant as to the nature and purpose of the treatment court, the rules governing participation, the consequences of abiding or failing to abide by the rules, and how participating or not participating in the program will affect his or her interests

DEFENSE ATTORNEY - "NONADVERSARIAL APPROACH"

- Explains all the rights that the participant will temporarily or permanently relinquish
- Gives advice on alternative course of action, including legal and treatment alternatives available outside the program, and discusses with the participant the long-term benefits of sobriety
- Explains that because criminal prosecution for admitting to substance or alcohol use in open court will not be invoked, the participant is encouraged to be truthful with the team

Defense Attorney – Research





93%
Cost Savings
Defense attorney attends staffing

Defense attorney attends court sessions

Recidivism

35%

Recidivism reduction and cost savings relative to courts
that do not follow these practices.

NPC Research Key Components Study 2008





Typically a probation officer or pretrial services officer

- Performs drug and alcohol testing.
- ✓ Conducts home and/or employment visits.
- Provides case management as participant goes through program
- ✓ Delivers cognitive-behavioral interventions that are criminogenic risk and need focused.

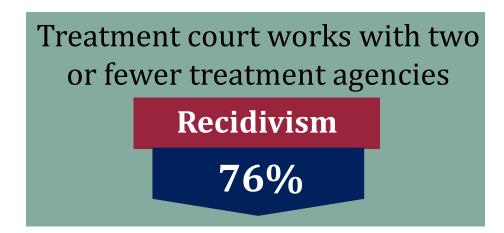


TREATMENT REPRESENTATIVE - RESEARCH

Treatment communicates with court via email

Recidivism

119%





Treatment court offers mental health treatment

Recidivism

80%

3x greater savings when treatment includes a phase on relapse prevention

Recidivism reduction relative to courts that do not follow these practices.

NPC Research Key Components Study 2008



Manages delivery of treatment services

Samba Range

Sinfonia

NECTA

- Administers behavioral or cognitive-behavioral treatments that are documented in manuals and have been demonstrated to improve outcomes
- ✓ Provides clinical case management at least one individual session per week during the first phase of the program
- Provides relapse prevention and continuing care
- ✓ Develops a continuing care plan with participants

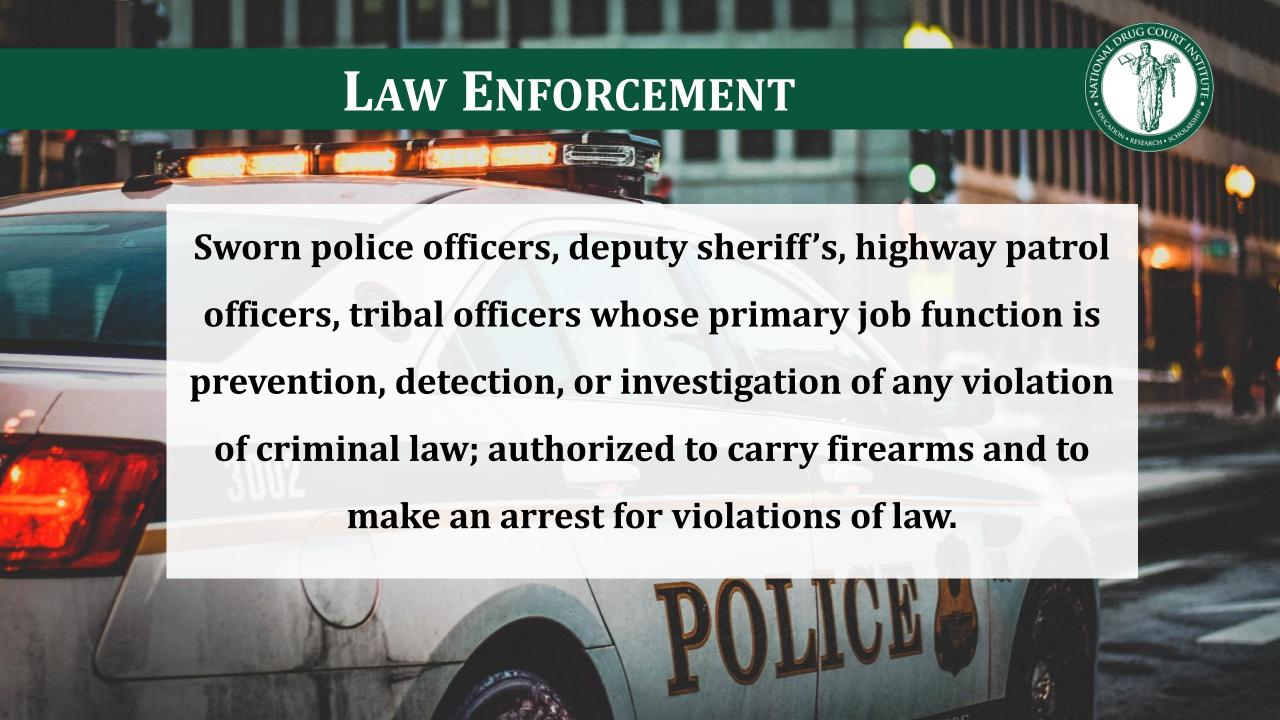
TREATMENT REPRESENTATIVE DUTIES – REFER TO STANDARD V – VOL. I



Best results if treatment lasts at least 9 to 12 months

(with at least 200 hours of counseling over the course of treatment)

6 to 10 hours of counseling weekly in the initial phase



BENEFITS OF COLLABORATION





- Assists with home or employment visits
- ✓ Observes participants in the community "eyes and ears of the team"
- Acts as a liaison between treatment court and police department, sheriff's office, jail, and correctional system
- ✓ Assists in identification of potential treatment court clients

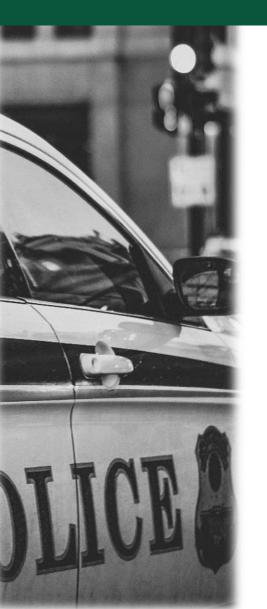
BENEFITS OF COLLABORATION

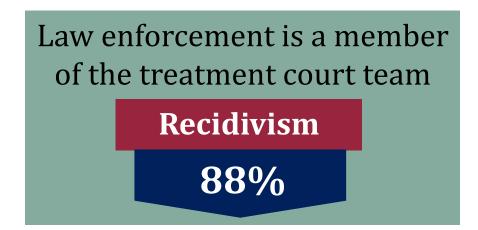


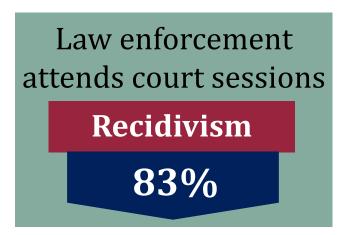


- ✓ Promotes positive interactions with law enforcement
- ✓ Processes and serves warrants
- ✓ Provides problem-solving assistance
- ✓ Real-time communication of what is happening in the community

LAW ENFORCEMENT - 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

How WE DECIDE

- Responses to behavior
- Changes in treatment
- Changes in supervision

Who are they in terms of risk and need?

Where are they in the program (phase)?

Why did this happen (circumstances)?

Which behaviors are we responding to? proximal or distal?

What is the response choice/magnitude?

How do we deliver and explain response?

TREATMENT COURT STAFFING FRAMEWORK

Participant's Name: Chris			Date of Hearing: <u>March 3, 2023</u>			
X HR	e they in terms of currer /HN LN	t Risk and Need? LR/HN LR/LN				
	are they in the program I this happen (circumsta		Phase 2 🗌	Phase 3 Phase 4	Phase 5	
Told probation		positive. This is 3 rd time	e. Is 3 weeks in pro	gram. Proximal behavior. Liv	ving in home of friend o	n couch. Friend uses
4. Which b	ehaviors are we respon				-1.10	
Behaviors	Incentive	oximal (near, easier) Sanction	5. Magnitude (L, M, H)	Incentive	Distal (far, harder) Sanction	5.Magnitude (L, M, H)
dishonesty		8 -hours community service	medium			
		tion:(explain the response)?				
o. now do	we deliver the message	(explain the response):				

COURTROOM ENVIRONMENT

Be Trauma Informed!

- Acknowledge the prevalence and impact of trauma
- Create a sense of safety
- Many treatment court participants engage in behaviors that others may consider self-destructive
- Important to understand these behaviors are not character flaws but a strategy or behavioral adaptation developed to cope with the physical or emotional impact of past trauma

COURTROOM ENVIRONMENT

Communication Counts!

- Words can be hurtful or healing
- For example:
 - Court: "Your drug screen is dirty."
 - Participant: "I'm dirty. Something is wrong with me"
 - Trauma informed: "Your UA shows the presence of drugs."
 - Court: "I'm sending you for a mental health evaluation."
 - Participant: "I must be crazy and something is wrong with me."
 - Trauma informed: "I'm referring you to a doctor who can help us better understand how to support you."

TRAUMA INFORMED COMMUNICATION

Words Matter!

- 516 mental health professionals read one of two vignettes and were asked to complete a questionnaire
- The vignettes were identical except <u>substance</u> abuser vs <u>individual with a substance use disorder</u>
- <u>Substance abuser</u> were thought to be more culpable and deserving of punitive measures



TRAUMA INFORMED COMMUNICATION

Words Matter!

• 314 lay persons completed a questionnaire about two individuals, a <u>substance abuser</u> and an <u>individual with a substance use disorder</u>

"Substance Abusers"

- Recommended for punishment
 benefit from a jail "wake up call"
- Perceived as a greater social threat
- Have a personality problem
- Should overcome problem without professional help

"People with Substance Use Disorders"

- Recommended for treatment or psychiatrist
- Have a problem that is related to genetics or chemical imbalance

COURTROOM ENVIRONMENT

Environment Matters!

- Minimize perceived unfairness of sanctions
 - Equivalent does not mean identical
 - Based on phase and risk/need
 - Similar value, severity, magnitude or intensity
- Be aware of anxious participants
 - Prioritize
 - Address anxiety
 - Prepared remarks
- Be aware of courtroom set-up
 - Backs to doors, crowds (especially combat veterans)
 - Isolation
 - Anxiety

Trust Building Activities

Example – Index Card Game

In your team

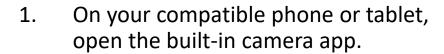
- 1. Take the blank index cards (8)
- 2. Write your name at the top of each card
- 3. When everyone has their name written, pass the cards around the group so everyone has a card of every team member
- 4. Write down something you appreciate about the person whose card your are holding (it could be something they brought to the activity like humor, empathy, honest feedback, etc.)
- 5. When everyone is finished, give the index card to the corresponding person
- 6. Take a few minutes to read your comments

Index Card Game - Debrief

- How did it feel to give feedback to other participants?
- How did it feel to receive feedback from the other participants?
- What surprised you about the appreciation/feedback you received?
- How do you see this activity improving team dynamics?

Evaluation





- 2. Point the camera at the QR code.
- 3. Tap the banner that appears on your phone or tablet.
- 4. Follow the instructions on the screen to complete the evaluation.
- After completion, you will be provided with a certificate that can be saved and printed.