1

EBP – Applications for Community Supervision

45 minutes

Learning Objectives

- Explore the importance and assess the use of evidence-based practices (EBP)
- Review the Eight Principles that guide the implementation of EBP
- Introduce the Collaborative Case Work Model (CCW)
- Describe the four phases of CCW

Contents of this Chapter

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Materials

- Agenda
- Review Quiz - Test Your Knowledge
- NIC article

1.1 : Setting the Context for CCW Training

Why we are here...

Almost a decade ago, the Interagency Council on Intermediate Sanctions (ICIS) made a commitment to reduce recidivism by 30% using evidence-based principles. The National Institute of Correction's model of eight principles of recidivism reduction was adopted.

ICIS has introduced a series of trainings to implement evidence-based practices and has identified the following as the core set:

- Level of Service Inventory-Revised
- Trailer risk instruments for special populations:
  - Static-99
  - Stable-2007
  - Acute-2007
  - Domestic Violence Screening Instrument
  - Spousal Assault Risk Assessment
- Motivational Interviewing
- Cognitive Behavioral Interventions

These promising practices are essential to ensure that we achieve better outcomes for men and women involved in the criminal justice system.

Fact:

When clients participate on probation and receive programming we get better results. These results increase incrementally as we adhere to the principles of effective intervention.

- *Routine probation – 50%*
- *Probation and minimal programming – 46%*
- *Probation and best intervention type – 40%*
- *Probation and best intervention type and good implementation – 35%*
- *Probation and best intervention type and good implementation and over 6 mos. duration – 32% (Lipsey, 1999)*

Fact:

When probation officers receive training and supervision in evidence-based practices the clients on their case loads have a lower rate of recidivism than officers who do not use these approaches and strategies. This is true for mixed or specialized caseloads (e.g., women offenders).

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STICS (Strategic Training Initiative in Community Supervision: Risk-Need-Responsivity in the Real World- Bonta, Bourgon, Rugge, Scott, Yessine, Gutierrez & Li, 2010)

- Probation officers were provided with training in the R-N-R model (risk, need, responsivity) to assist in the direct supervision of offenders on probation. Probation officers were randomly assigned to a training or no-training condition.
- After training, probation officers audio-taped some of their sessions with offenders in order to assess their use of the skills taught in training.
- Results showed that trained probation officers evidenced more of the R-N-R based skills and that their offenders had a lower rate of recidivism.

WOCMM (Women Offender Case Management Model – National Institute of Corrections - Millson, Robinson, and Van Dieten, 2011)

- Four-year pilot project involving medium and high risk women as determined by the LSI-R
- Women supervised in four regions in the community by the Court Support Services Division in Connecticut
- Training was provided in gender-responsive strategies (strengths based, relational, trauma-informed) and evidence-based practices (motivational interviewing, cognitive-behavioral skills)
- WOCMM- group matched with non-WOCMM control group on LSI-R results, legal history and other demographics
- WOCMM group significantly less likely to reoffend or to receive technical violations.

Fact:

A summary of the research across a variety of studies suggests that when professional staff use a balanced approach – "respect and responsibility" – they achieve more favorable outcomes. This requires two overlapping skill sets.

- **Engagement Skills**
  The officer remains respectful, empathetic and uses a collaborative approach that is consistent with the principles of Motivational Interviewing.

- **Planning Skills**
  The officer recognizes the importance of holding the client accountable and works with the client to develop new strategies and skills and to access social supports and services that will mitigate or reduce risk.

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Goals and Objectives of the CCW training

The overarching goal of the CCW training is to integrate knowledge and skills from past trainings and explore approaches that can be used to target criminogenic domains and guide the case planning process.

During this training we will:

- Briefly review the four principles of effective intervention and the 8 NIC principles.
- Introduce the Collaborative Case Work model and the four phases of CCW.
- Identify specific strategies and approaches from past trainings that link to each phase of the CCW model.
- Practice using specific strategies that have been found to enhance outcomes with clients under community supervision.
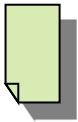
Agenda: A brief look at the next two days…

1.2 : Implementing Evidence Based Practices

What we Mean by Evidence-Based Practice...

The term evidence-based is used to describe findings based on rigorous and methodologically sound research that repeatedly shows (either through numerous single studies or meta-analysis studies) that the intervention has the intended or desired results.

The evidence-based practice research in corrections emerged largely from the application of four principles, commonly referred to as the principles of effective intervention.

FOUR PRINCIPLES OF EFFECTIVE INTERVENTION

The Risk Principle:

The risk principle is concerned with the intensity of intervention. The LSI-R can help professional staff to determine the level of risk faced by a client and provide services consistent with risk level. Higher risk cases should receive more intensive intervention than lower risk cases.

The Need Principle:

The need principle focuses on the appropriate targets for intervention. According to this principle it is critical to identify risk factors linked to high-risk behavior. Some risk factors are static (i.e., age of first contact with the law, etc.). These are aspects of the client's life that cannot be changed. Other risk factors are dynamic (e.g., antisocial attitudes, values, and behaviors). Andrews and Bonta (1994) commonly refer to these factors as "criminogenic" needs and suggest that they serve as the appropriate targets for intervention.

The Responsivity Principle:

The responsivity principle refers to the delivery of effective treatment programs in a style and mode that is consistent with the ability and learning style of the client.

Implementation Integrity

The final principle focuses on the drivers of implementation integrity which include: staff selection, training, coaching and performance management. Programs showing the greatest promise hire and promote staff that are professional, experienced, and skilled. Staff are provided with training, ongoing supervision and support to build proficiencies with new practices. A protocol for quality assurance is developed and used to identify training needs and barriers to performance. Finally, the program is monitored closely to determine impact and evaluate outcomes.

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TRANSLATING EVIDENCE-BASED RESEARCH INTO PRACTICE

The National Institute of Corrections and the Crime and Justice Institute have expanded the principles of effective intervention into 8 principles to more effectively guide the implementation of evidence-based practices. These eight principles provide concrete direction for applying what is known as the most effective methods for reducing recidivism and contributing to public safety.
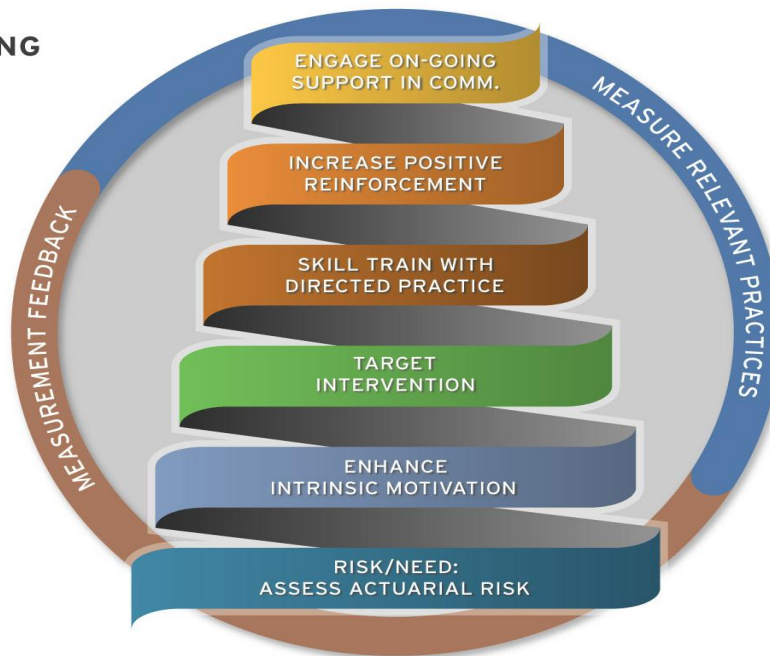

1. Assess Actuarial Risk/Needs: *Standardized assessments are the driver for effective supervision and treatment.*
2. Enhance Intrinsic Motivation: *Correctional staff are trained to work intentionally with clients to enhance intrinsic motivation.*
3. Target Interventions: *Risk, Need, Responsivity, Dosage, and Treatment*
4. Skill Train with Directed Practice: *Staff understand antisocial thinking, social learning, and appropriate communication techniques. Efforts are made to model, practice, and rehearse new skills.*
5. Increase Positive Reinforcement: *Apply a higher ratio of positive reinforcements to negative reinforcements.*
6. Engage Ongoing Support in Natural Communities: *Realign and actively engage the client with natural and formal supports in the community.*
7. Measure Relevant Processes/Practices: *Constantly monitor progress and document client change.*
8. Provide Measurement Feedback: *Provide feedback to the client and monitor delivery of services and fidelity to procedures.*

The eight principles have been officially adopted by ICIS through a series of training and policy initiatives.

EXERCISE

1.1 ▪ **Where are you now in implementing EBP...?**

Small Group Challenge
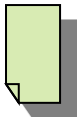
1: Designate a recorder and provide us with the following information
- Who is in your group – names of group members, office, role
- Years of experience in using EBP (LSI-R, MI, cognitive behavioral interventions)

2: Where are you now in relation to EBP?
- On a scale of 1-10 (10 being most important), how important are Evidence Based Practices to your work? Give yourself a rating here: _____
- On a scale of 1-10 (10 being most confident) how confident are you that you are implementing Evidence Based Practices with fidelity? Give yourself a rating here: _____

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1.3 : Collaborative Case Work

Where did this model come from?

The CCW model emerged from the research and our experience in working with community corrections. Each component of this model can be anchored to the principles of effective intervention discussed earlier.

The Collaborative Case Work Model (CCW)

We define collaborative case work as: *"The [correctional professional, client, natural and formal supports] work collaboratively to define criminogenic needs and strengths and to establish mutually agreed upon outcomes..."*

The CCW model consists of four core elements or phases. Each element of CCW incorporates tools and strategies that have demonstrated promise in clinical settings with juvenile and adult clients. The elements are overlapping and are revisited throughout the client's involvement in the criminal justice system. (See Diagram 1.1: Four Core Elements of CCW.)

Diagram 1.1: Four Core Elements of Collaborative Case Work
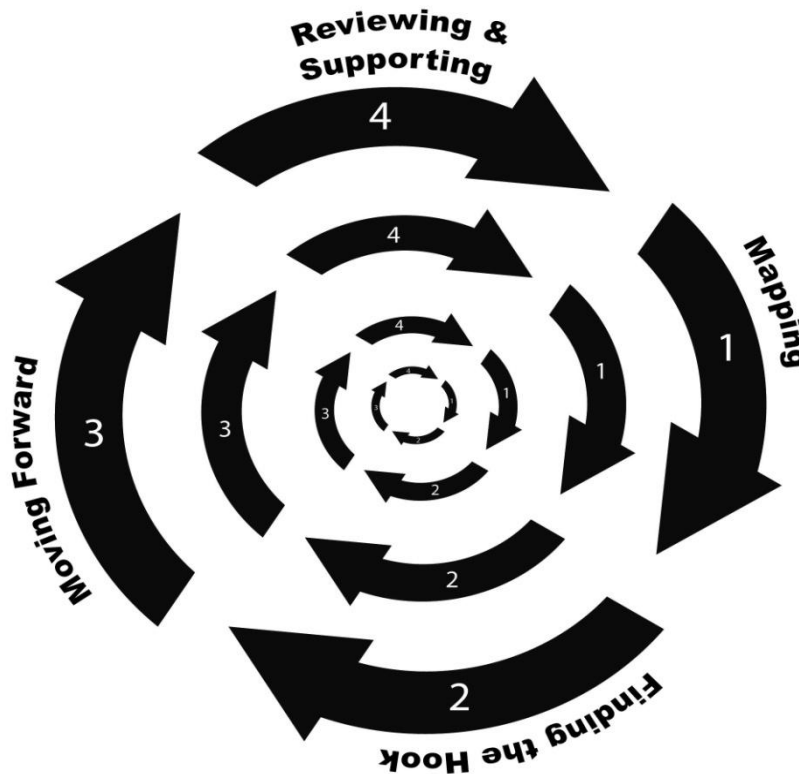
CCW-Core Elements

Table 1: Phases of the Collaborative Case Work Model

ELEMENT	TASKS	LINKS WITH PAST TRAINING
MAPPING **Primary task:** *"Discovery"*	▪ Build rapport and establish a working relationship with the client ▪ Explore Parameters of Probation ▪ Conduct the LSI-R Assessment ▪ Complete a Behavioral Analysis ▪ Map the Case ▪ Identify Priority Targets	▪ Motivational Interviewing: Foundation Skills (OARS) to elicit information and build a working relationship ▪ LSI-R to assist in identifying the priority targets ▪ Stages of Change *Move clients who are in pre-contemplation to contemplation*
FINDING THE HOOK **Primary task:** *"Enhance Motivation"*	▪ Work intentionally to enhance motivation ▪ Provide feedback by summarizing the assessment results ▪ Discuss the priority targets ▪ Review potential barriers and obstacles ▪ Work collaboratively with the probationer to complete the case plan.	▪ Motivational Interviewing: Elicit personal incentives and work collaboratively to prioritize goals ▪ Stages of Change *Move clients who are in contemplation to determination/preparation*
MOVING FORWARD **Primary task:** *"Provide Opportunities for Success"*	▪ Identify personal and social resources that will augment the case plan ▪ Provide opportunity to explore service and treatment options across criminogenic needs and stability factors ▪ Apply cognitive behavioral interventions ▪ Promote healthy informal relationships that will support change efforts.	▪ Motivational Interviewing (maintain working relationship; respond to resistance and overcome obstacles) ▪ Cognitive-behavioral intervention: Strategies, Skills (to provide the client with new options and alternatives) ▪ Stages of Change *Move clients who are in determination/preparation to action*
REVIEWING AND SUPPORTING **Primary task:** *"Reinforce Successes and Build Self-Efficacy"*	▪ Review and update progress ▪ Reinforce successes ▪ Introduce the standardized session ▪ Begin to develop maintenance strategies.	▪ LSI-R reassessment to monitor progress ▪ Motivational Interviewing (maintain working relationship; respond to resistance and overcome obstacles) ▪ Cognitive-behavioral intervention: Strategies, Skills (to reinforce successes and introduce maintenance strategies) ▪ Stages of Change *Move clients who are in action to maintenance*

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