

The Drug Court Team

Roles and Responsibilities



Goals for This Session



Identify and outline roles and responsibilities.



Discuss common challenges team encounter.



Understand the stages of team development.

teamwork.

If you want to go fast,
go alone.

If you want to go far,
go together.

-African Proverb

Responsibilities of the Entire Team

- Attend regularly scheduled staffings and court sessions.
- Provide information regarding each participant's progress to the team.
- Productively communicate with the team so each team member can make informed choices regarding participants.
- Protect the integrity of the program.
- Ensure incentives and sanctions are given on a consistent and fair basis.
- Remain abreast of best practices of the field and attend training opportunities.
- Understand your role and the role of each team member.
- Commit to a collaborative approach.

Responsibilities of the Judge

- Lead the team in staffings and policy meetings.
- Maintain traditional court proceedings while ensuring program integrity in a non-adversarial atmosphere.
- Encourage motivation of the participant.
- Impose a series of rewards and graduated sanctions to increase offender accountability and for desired behavior modification.
- Serve as the ultimate decision-maker.
- Be knowledgeable about policies and procedures.
- Assure adherence to the key components and best practice standards.
- Remain impartial.

Research about the Role of the Judge

- The judge's term is indefinite.
 - ❖ Recidivism reduction of 35%
 - ❖ Cost savings of 17%
- The judge spends an average of 3 minutes or more per participant during status review hearings.
 - ❖ Recidivism reduction of 153%
 - ❖ Cost savings of 36%
- The judge is assigned to the problem solving court on a voluntary basis.
 - ❖ Recidivism reduction of 84%
 - ❖ Cost savings of 4%

Responsibilities of the **Coordinator**

- Oversee the problem solving court program under the direction of the Judge or designee and provide programmatic information to all those involved in the facilitation of the program to ensure its monitoring and evaluation.
- Ensure that policies and procedures are followed.
- Assume a lead role in education for staff and stakeholders. This includes developing a training schedule for new team members and ongoing, multidisciplinary team training.
- Oversee collection of performance and outcome data.
- Schedule court sessions and staff meetings.
- Maintain accurate and timely records.
- Oversee fiscal and contractual obligations.
- Facilitate communication between team members and partner agencies.

Responsibilities of the Prosecutor

- Advocate for public safety and the interests of victims.
- Hold participants accountable for meeting their obligations.
- Promote the problem-solving court within the local legal and law enforcement community.
- Facilitate participant's entry into the program and conduct legal screens for potential participants.
- Participate in the decision to dismiss participants who no longer meet eligibility criteria or who are failing to make adequate progress after a significant period of time in the program.

Research about the role of the Prosecutor

- Prosecutor attends staffing
 - ❖ Cost savings of 171%
- Prosecutor attends court sessions.
 - ❖ Recidivism reduction of 35%

Responsibilities of the **Defense Attorney**

- Inform defendants of their legal rights, legal options, treatment options, legal program contract of conditions and sentencing outcomes while developing a relationship with the participant that promotes the individual's long term best interest.
- Facilitate the entry of participants into the program.
- Advocate for fair and equal treatment of each participant.
- Ensure that the participant's constitutional rights are protected.
- Advocate for the participant's stated interests.
- Educate the defense bar regarding the program and its procedures.
- Educate defense attorneys regarding client appropriateness for admission.

Research about the role of the **Defense Attorney**

- Defense attorney attends staffing
 - ❖ Cost savings of 93%
- Defense attorney attends court sessions.
 - ❖ Recidivism reduction of 35%

Responsibilities of probation or community supervision

- Conduct probation intakes and administer risk/needs tools.
- Perform drug and alcohol testing.
- Conduct home and/or employment visits.
- Monitor curfews and travel restrictions.
- May teach cognitive-behavioral groups.

Responsibilities of Treatment

- Demonstrate an understanding of addiction, mental illness, dual diagnosis, recovery and pharmacology.
- Manage the delivery of treatment services.
- Facilitate treatment groups and individual treatment sessions.
- Provide clinical case management.
- Provide relapse prevention and continuing care.
- Assist in providing training in substance abuse, addiction, mental health, recovery and treatment methodologies in order to provide the team with a meaningful basis to implement incentives and sanctions.
- Advocate for participants to receive the most appropriate level of care available.

Research about the role of Treatment

- The problem solving court works with two or fewer treatment agencies
 - ❖ Recidivism reduction of 76%
- The problem solving court offers mental health treatment
 - ❖ Recidivism reduction of 80%
- Treatment attends court sessions
 - ❖ Recidivism reduction of 100%

Responsibilities of Law Enforcement

- Work closely with probation/community supervision to facilitate field supervision of participants (home or employment visit).
- Assist with locating and arresting participants who have absconded from the program and have an active warrant.
- Act as a liaison between the court, the police department, sheriff's office, and the correctional system.

Research about the role of Law Enforcement

- Law enforcement is a member of the problem solving court team
 - ❖ Recidivism reduction of 88%
- Law enforcement attends court sessions
 - ❖ Recidivism reduction of 83%

Successful Problem Solving Court Teams

Have strong and principled leadership

Maintain a collaborative climate

Have competent team members

Establish high standards for team members

Receive external support and recognition

Common Problem Solving Court Challenges

How should the team resolve philosophical differences?

How should the team manage staff who don't manage their issues?

How does the team manage transition of team members?

How to manage the burnt out team member ?



30 second exercise:

What is one thing you think the rest of your team doesn't understand about what it is like to be you (in your role) on the team?

Implementation Challenges

Not Managing Role Conflict



Judges: How hard it is to say something unique and profound each week. How hard it is to share decision-making and be comfortable with team decision-making.



Prosecutors: I don't always want to put people in jail. I'm the one who has the most at risk if a participant goes out and commits a new crime.



Defense Attorneys: I sometimes think some jail time is appropriate. Balancing the ethical issues is challenging.

Implementation Challenges

Not Managing Role Conflict



Probation/Law Enforcement: I sometimes don't understand what treatment is talking about. I really am not trying to put every client in jail.



Treatment: I sometimes don't understand what the rest of you all are talking about (legal language). I worry about what to disclose and what you all will do with that information.

Implementation Challenges

Not Managing Role Conflict



Ways to manage role conflict:

- Talk about conflict openly and discuss why the conflict exists.
- Communicate frequently with one another.
- Attend training together.
- Socialize together and celebrate your achievements.
- Meet together twice a year to plan program activities – rule changes, procedure changes, etc.
- Visit other treatment courts at least once a year.

Implementation Challenges

Team Members Not Managing Their Issues



Favorite clients. **We all have them.** Not monitoring these issues is a recipe for a disaster.



Common Issues:

- Competition among staff/team roles
- Need for power/authority
- Need to be loved/admired/approved of
- Desire to caretake

Implementation Challenges

Team Members Not Managing Their Issues



Participants bring up issues for us – they remind us of people in our past, they remind us of people in our current life, they push buttons in us (e.g. power struggle), they have characteristics that make us sympathetic (e.g. Veterans status, pregnant, etc.), they are facing issues we may be facing in our own life (e.g. relationship issues, child raising issues), or may be making decisions about things that we have values and opinions about (e.g. abortion, divorce)

Implementation Challenges

Team Members Not Managing Their Issues



We bring up issues for participants – we remind them of people in their past, we push buttons in them (e.g. power struggle), they may react to our race, gender, age, and they fear our judgment as they share intimate details about their life.

Implementation Challenges

Team Members Not Managing Their Issues



The key is to be **aware of these issues** and how they impact decision-making.



Be cautious about altering rules for specific people – sometimes this is an indicator of an issue at play.

Implementation Challenges

Forgetting Why You Do This Work



Burnout is a process and becomes progressively worse if not managed.



Burnout is Characterized by:

- Lack of Enthusiasm
- Withdrawal
- Reduced Empathy
- Fatigue
- Negativity, powerlessness, hopelessness
- Lack of confidence in skills
- Maladaptive coping behaviors (including substance use) and decrease in healthy self-care.

Implementation Challenges

Forgetting Why You Do This Work



Secondary Traumatization + Burnout = Compassion Fatigue
(Figley, 1995):



Symptoms of Compassion Fatigue

- Lack of energy
- Inability to 'let go' of client issues
- Perceive clients as fragile and needing your assistance
- Loss of enjoyment/end of self-care activities
- Loss of hope/dread working with certain clients
- Sense of inadequacy
- Obsessive or compulsive desire to help certain clients
- Thoughts and images associated with the client's problems.

Implementation Challenges

Forgetting Why You Do This Work



Phase 1 of Compassion Fatigue: The Enthusiasm Phase

- Committed, involved, available
- Sense that you are making a difference
- Willing to go the extra mile
- High enthusiasm
- Volunteer without being asked

Implementation Challenges

Forgetting Why You Do This Work



Phase 2 of Compassion Fatigue: The Irritability Stage

- Begin to avoid participants
- Begin to mock co-workers and participants
- Begin to distance ourselves from friends and co-workers
- Begin to denigrate the people we serve.

Implementation Challenges

Forgetting Why You Do This Work



Phase 3 of Compassion Fatigue: The Withdrawal Stage

- Enthusiasm turns sour and critical
- Participants become irritants, instead of people
- Tired all the time, don't want to talk about what we do
- We start to neglect our family, participants, coworkers and ourselves
- We try to avoid our pain and sadness

Implementation Challenges

Forgetting Why You Do This Work



Phase 4 of Compassion Fatigue: The Quitting Stage

- Helplessness turns to frustration/anger
- We begin to dislike any and all people
- Others appear incompetent or ignorant to us
- We have no patience, no sense of humor, and no time for fun

Implementation Challenges

Forgetting Why You Do This Work



Resilience

Researchers have found there are three (3) personality traits important to resilience:

- ✓ **Commitment to balance** (to self, family, work, values)
- ✓ **Sense of personal control over one's life**
- ✓ **Ability to see change as a challenge to be mastered**

Optimism also influences our responses to stress.

Implementation Challenges

Forgetting Why You Do This Work



Strategies for Self-Care and Team Care:

- **Have fun together** and have rituals as a team that keep you healthy. Celebrate together. Make time for social actions.
- Unless absolutely necessary (and consider carefully what is **ABSOLUTELY** necessary), do not be available to participants at night.
- **Set realistic expectations.**
- **Encourage healthy self-care** habits – good-nutrition, sleep, exercise, vacation.
- **Fully transition when you get home** to your own life.
- Reward efforts and offer flexible hours.
- **Seek additional training.**

Implementation Challenges

Team Transitions

- Within five years, 30% to 60% of problem solving courts experience substantial turnover in key staff positions.
- The highest turnover is among treatment providers.
- Services diverge the more staff positions turnover.
- Ongoing staff training is essential.

Implementation Challenges

Team Transitions

- Develop a training packet for all new hires.
 - ❖ Current participant manual
 - ❖ Current policy and procedure manual
 - ❖ Description of team member roles and responsibilities
 - ❖ Current program forms
 - ❖ List of stakeholders with contact information
 - ❖ Past program evaluations

Implementation Challenges

Team Transitions

- Shadow the outgoing the team member to get a feel for roles. If that is not feasible, have the outgoing team member create a “transition document” for their job.
- Provide a checklist of information and duties to be shared during the shadowing or as part of orientation.
 - ❖ Review incentives and sanctions tracking procedures
 - ❖ Review information sharing procedures
 - ❖ Review pre-court staffing procedures
- Provide a list of webinars and materials to review.
- Review 42 CFR and HIPAA

Strategies for Orienting **New Team Members**

- Create ways for the new team members to have input into policies and practices.
- Hold regular policy meetings (at least twice a year)
- Be open to the ideas of new team members....appropriately.
- Host a team building event.
- Ask team members to share their personal philosophies around their work in the problem solving court.
- Ask new team members to share their hopes and concerns about working with your team (best done one-on-one).

Implementation Challenges

Team Transitions

- Introduce new team members to the participants and vice versa
 - ❖ Do introductions as part of the court session.
 - ❖ Ask the outgoing team member to introduce the new team member.
 - ❖ Conduct a short question and answer period so participants and their families can interact with the new team member.
 - ❖ Give participants updated program materials with new contact information.



Other Team Challenges

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results

Managing Conflict



Put out fires quickly



Prevent problems from becoming individualized or focused on a particular person or agency



Seek to understand the issue without personalizing it



Recognize positive, good work frequently

Invest in Your Team



Have the tough conversations

- Don't avoid discussing conflict
- Hold the team accountable

Invest in your team

- Schedule half-day retreats at least twice a year to review policies and procedures
- Visit other treatment courts together

Have fun together

- Create rituals
- Celebrate team successes
- Schedule activities outside the office

Questions?

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