

# Program Crash: How to Revive Your DWI Court

RISE20 Virtual

May 27, 2020



©NCDC, January 2020

The following presentation may not be copied in whole or in part without the written permission of the author of the National Center for DWI Courts. Written permission will generally be given upon request.



**Jim Eberspacher**  
Division Director



**Julie Seitz**  
Project Director



**Shane Wolf**  
Project Director



# Signs of Impairment

## Program Crash



# Do any of these sound familiar?



*"The judge just does her own thing."*

*"I didn't receive any training."*

*"What's the point?"*

*"We don't have  
law enforcement  
on the team."*

*"You're wrong."*

*"I use parts of  
different treatment  
curriculums and  
came up with my  
own."*

*"They rarely come to staffing."*

*"It works better this way."*

*"We can't do it that way."*

*"He had three days jail  
last time. He should get  
five days this time."*

*"That data is wrong."*

# Crash is Imminent



- Team member turnover
- Absent team members
- Communication issues
- Drift
- Complacency
- Apathy
- Throwing darts
- Data issues... not trusting the data



# Multnomah County, Oregon: DUI Intensive Supervision Program



- Est. in 1998
- Served more than 3,000 people
- 75% completion rate

## In 2017...

- New judge
- New case manager
- Missing team members



# Habitual Behavior

Identifying and Changing Behavior





# Despite Training...



- Poor communication
- Not following directions
- Dismissing procedure/Drift
- Not relying on your training
- Working individually
- Panic, yelling, name calling
- Dysfunction





# Dwight Missed the Mark

People learn in many ways

Learning styles impact how team members will reach solutions

Experience does not equate better outcomes



# NIATx: Network for Improvement of Addiction Treatment



- Evidence based model
- Began in 2003 with the question: could strategies in manufacturing be used to improve services in SUD treatment settings
- Rapid-Cycle Change
- Improve team processes and consumer access and retention



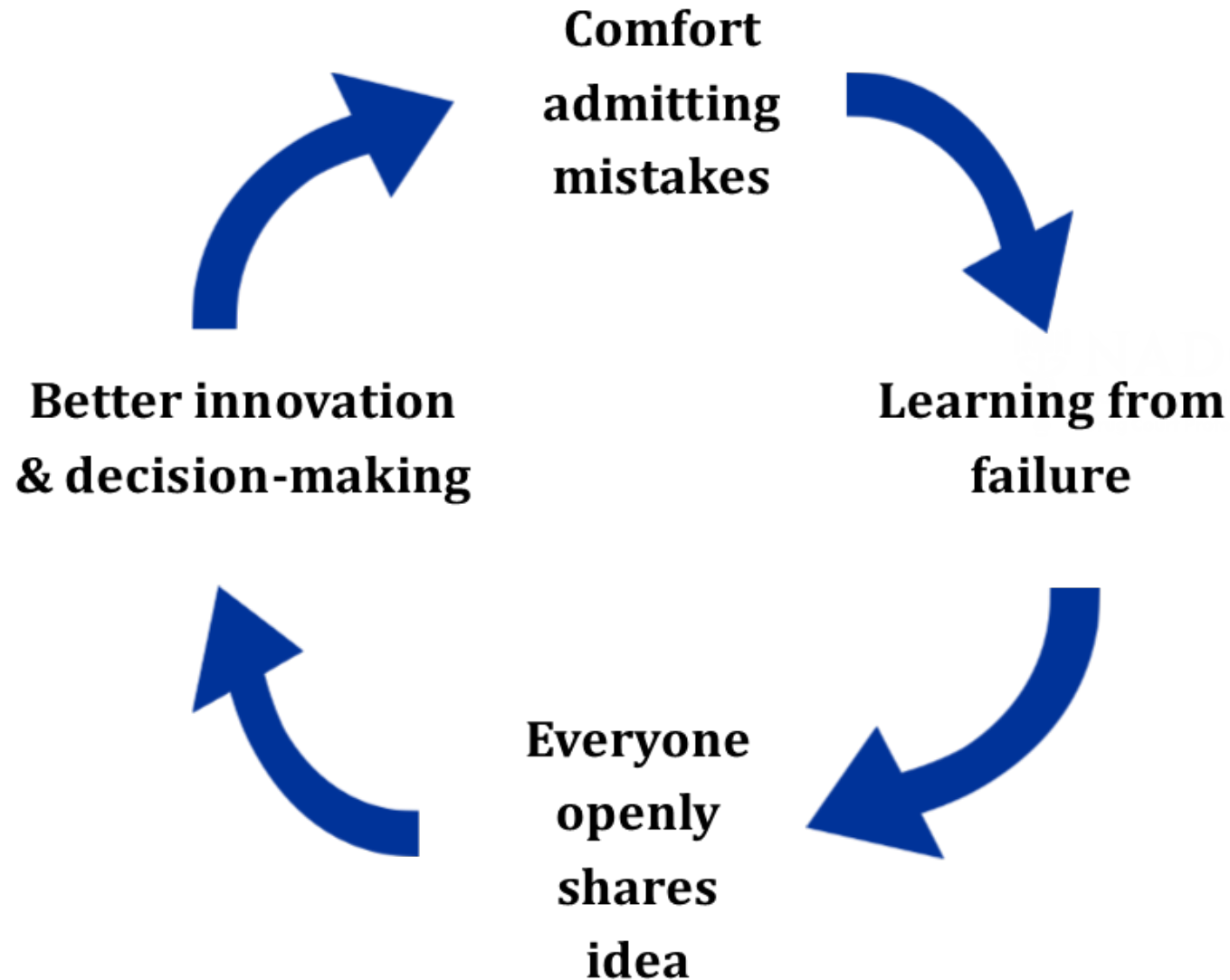
# NIATx Organizational Improvement Model



**Received a grant in 2012 to study 10 treatment courts using the Organization Improvement Model**

- Provided consensus training
- Skills that create a climate of psychological safety important in eliminating conflict and promoting high performance

# Psychological Safety



Psychological safety is a shared belief that the team is safe for interpersonal risk taking... being able to show and employ one's self without fear of negative consequences of self-image, status, or career.



# NIATx Organizational Improvement Model



## Find common ground

- Acknowledge areas of agreement among team members before making counterarguments

## Reframe statements neutrally

- Restate a position in a manner that minimizes counterproductive affect such as anger or frustration

# NIATx Organizational Improvement Model

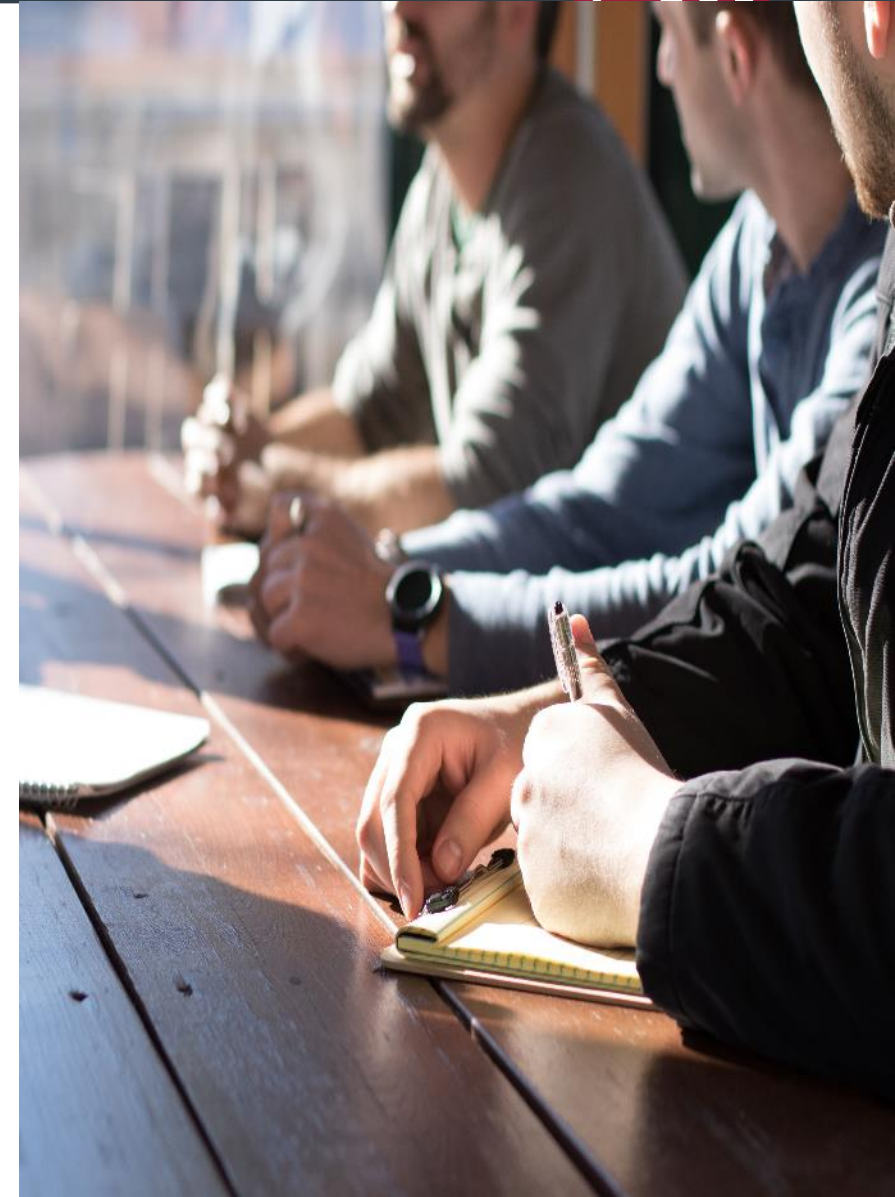


## Ensure inclusiveness

- Ensure that all team members weigh in on subjects within their area of expertise or experience

## Show understanding

- Restate others' positions to demonstrate accurate understanding



# NIATx Organizational Improvement Model



## Engage in empathetic listening

- Imagine oneself in other team members' positions to understand issues from their prospective

## Sum up

- The judge should recap the various arguments and positions, assure the team that all positions were considered carefully, and explain his or her rationale for reaching a conclusion or tabling the matter for further information



# NIATx Organizational Improvement Model



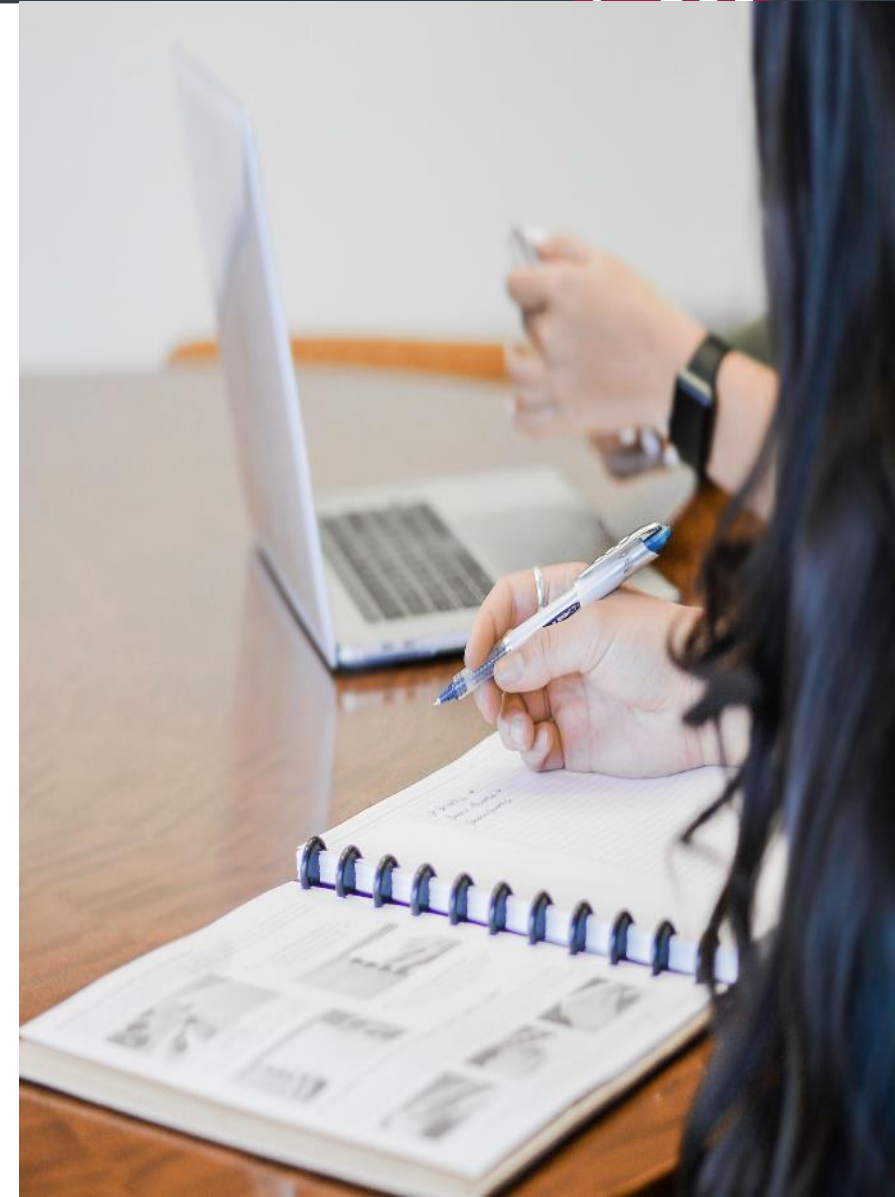
## Treatment courts trained in the NIATx model

- Enhanced team communication skills
- Increased staff job satisfaction
- Improved program efficiency

*(Melnick et al., 2014b)*

## Which led to

- Higher admission rates
- Shorter wait times for treatment
- Reduced no-show rates at scheduled appointments



# Team Turn Over

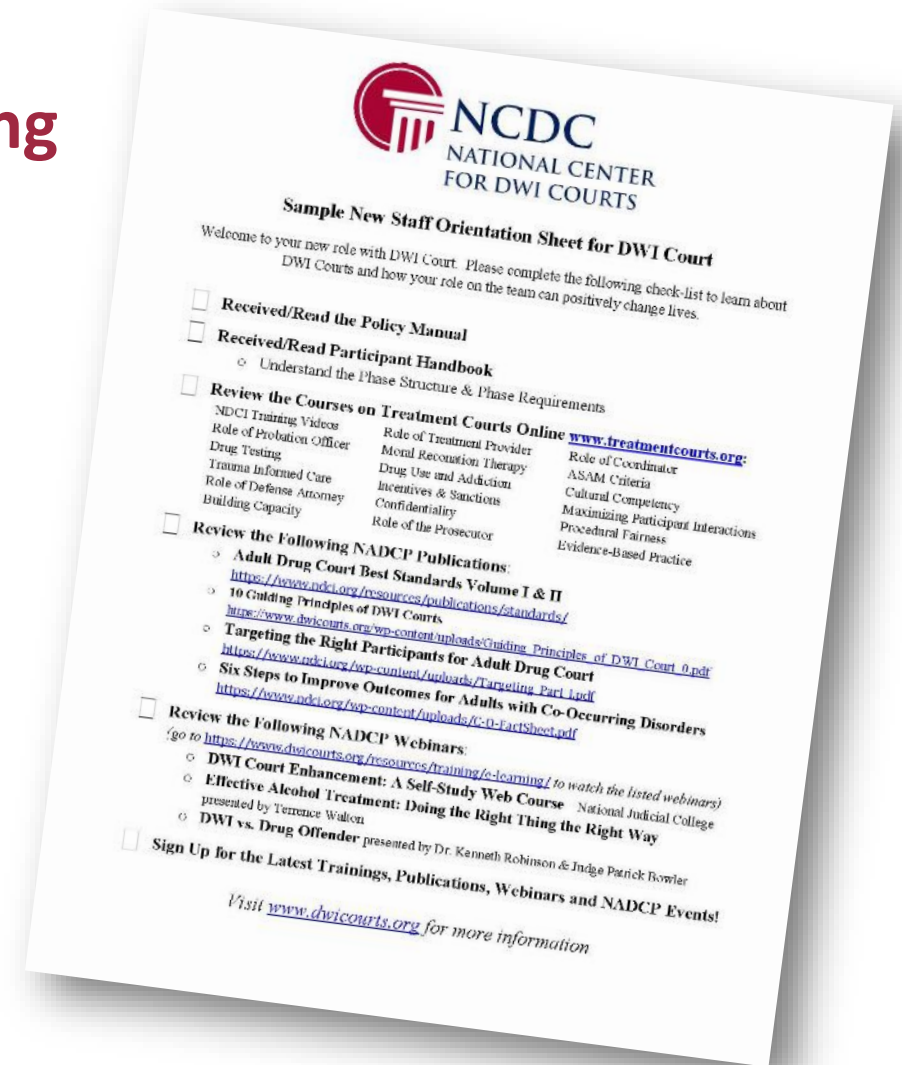


## Orientation of new team members/Onboarding

- Reading materials
- Shadowing
- Online resources
- Confidentiality

## Ongoing training

- Policy meetings
- Team building





# Reviving the Program

Assessing and Planning



# Evaluating Your Program



## DWI Court Checklist

Self evaluation looks at how you meet each guiding principle

Free to download

[www.dwicourts.org/publications](http://www.dwicourts.org/publications)

### DWI Court Model Compliance Checklist



Research has indicated that a “good-quality” DWI Court significantly reduces recidivism. But what is a good-quality DWI Court? The answer is found in the 10 Guiding Principles for DWI Courts as set out by the National Center for DWI Courts (NCDC). Following these 10 Guiding Principles demonstrates integrity for the DWI Court and expresses fidelity to the model that has been shown to work.

The Checklist that follows allows a person to analyze a court that asserts itself to be a DWI Court and determine if it is remaining true to the model. Each Guiding Principle is stated with appropriate factors to be considered listed after it. A complete discussion of the 10 Guiding Principles can be found at [www.dwicourts.org](http://www.dwicourts.org).

There are no set number of factors that should be checked to be able to state the principle is being followed. This Checklist provides what factors are expected for each principle; it will still require a thorough deliberation. Some individual states will have additional requirements set by statute or policy; those will need to be incorporated into this checklist.

#### Guiding Principle #1: Determine the Population

*Targeting is the process of identifying a subset of the DWI offender population for inclusion in the DWI Court program. This is a complex task given that DWI Courts, in comparison to traditional Drug Court programs, accept only one type of offender, the person who drives while under the influence of alcohol or drugs. The DWI Court target population, therefore, must be clearly defined, with eligibility criteria clearly documented.*

- ☐ The DWI Court focuses on those offenders who are assessed by a substance abuse professional as being in significant need of treatment.
- ☐ The DWI Court team has established a broad based committee of community stakeholders, which shall, among other things, be consulted as to the types of offenders that should be accepted or excluded from the DWI Court.
- ☐ The DWI Court has a clearly stated target population.<sup>1</sup>
- ☐ The DWI Court has clearly written admission and exclusion criteria.
- ☐ The DWI Court delineates eligibility criteria for program participation using both offender characteristics and offense characteristics.
- ☐ The DWI Court matches the number of participants that are accepted with available resources.

#### Comments:

---

---

---

1. DWI Courts are typically for repeat DWI offenders, not first-time DWI offenders, unless they have a BAC of .05 or higher. For more information on this, read the [Publication: "DWI Courts: First-Time DWI Offenders - In or Out?"](http://www.dwicourts.org/publications) available on-line at <http://www.dwicourts.org/resources/publications>.

# Evaluating Your Program



## BEST Assessment

Self evaluation developed by NPC Research to identify strengths and barriers of DWI courts

Fee associated to assessment

### NPC Operational Tune-Up -

Response ID: 7 Data

#### 1. NPC Treatment Court Assessment

Hello - Welcome to NPC's Treatment Court assessment for NCD's Operational Tune-Up. The purpose of this assessment is to help your treatment court team and NPC understand how your program is uniquely implementing the various practices that fall under the 10 Key Components of Drug Courts. The questions in this assessment will ask you for information about various procedures and practices of your Treatment Court program and also about your participant population. It is not a grading tool, it is a first step intended to start conversations and prompt questions and clarifications.

Please answer every question. We would like you to fill out the assessment collaboratively with your team by going over the assessment as a group (e.g., in a team meeting) or in some way checking on answers with your team members. You can print out the assessment or use the PDF version to review and complete with your team. However, the survey needs to be entered online. It takes about an hour to enter the answers once information is gathered. Please note, question numbers may not match PDF due to skip patterns.

In the process of filling out the assessment, if you cannot complete it in one sitting you may click on "Save and continue later" at the bottom of the page you are working on. At that point you will be asked for an email address in order for the system to save your progress, then you will receive an email from SurveyGizmo containing the link you should use in order to continue working on your assessment. Also, please be aware that on some pages you may need to scroll down in order to access all questions, and in order to click "Next," which moves you forward through the assessment.

The information you submit in the assessment will be shared with training and technical assistance (TTA) providers and, if applicable, the funder; it will not be shared publicly. The results of the assessment could be used in combination with results from other treatment courts for research purposes but no individual site results will be reported. If you have any questions, feel free to contact Kate Kissick at [kissick@npcresearch.com](mailto:kissick@npcresearch.com) or Shannon Carey at [carey@npcresearch.com](mailto:carey@npcresearch.com). Thank you very much for taking the time to complete this assessment.

#### 2. NPC Treatment Court Assessment

1. Please verify the treatment court type of the program you are assessing (locations may have multiple treatment court programs, please select only one program for completing this assessment):

DUI/DWI Treatment Court

WARNING: This assessment is intended for NCD's Operational Tune-Ups in 2020. If you have not selected "DUI/DWI" or "Drug/DUI Hybrid" as your treatment court type, you will not have questions on your assessment specific to those program types.

#### 3. (untitled)

2. For the person filling out this assessment: please type your name, email address, and role in the treatment court program. If you are not the coordinator, please provide the coordinator's email address as well.

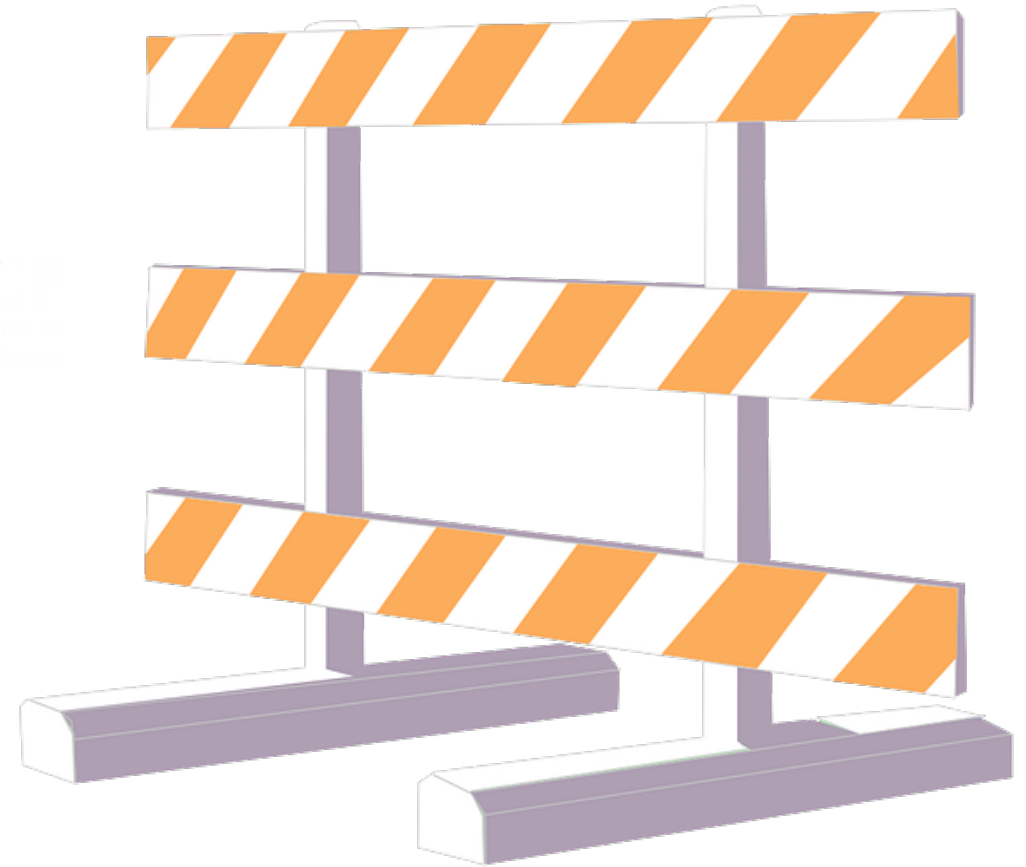
3. Please provide us with the official name (including your county, region, jurisdiction, etc.) and address of your treatment court program:

TREATMENT COURT NAME:



## Identifying Barriers

1. Meet as a team to discuss the barriers
2. Prioritize the barriers to address
3. Decide goals, timelines, and assign tasks
4. Review progress and make changes





# Prioritizing Program Barriers



## Prioritizing Barriers

1. Write out all barriers
2. Identify barriers that are easy to address
3. Break down barrier into steps to do and assign roles
4. Give deadlines





# Working Through Program Barriers



## Working Through Barriers

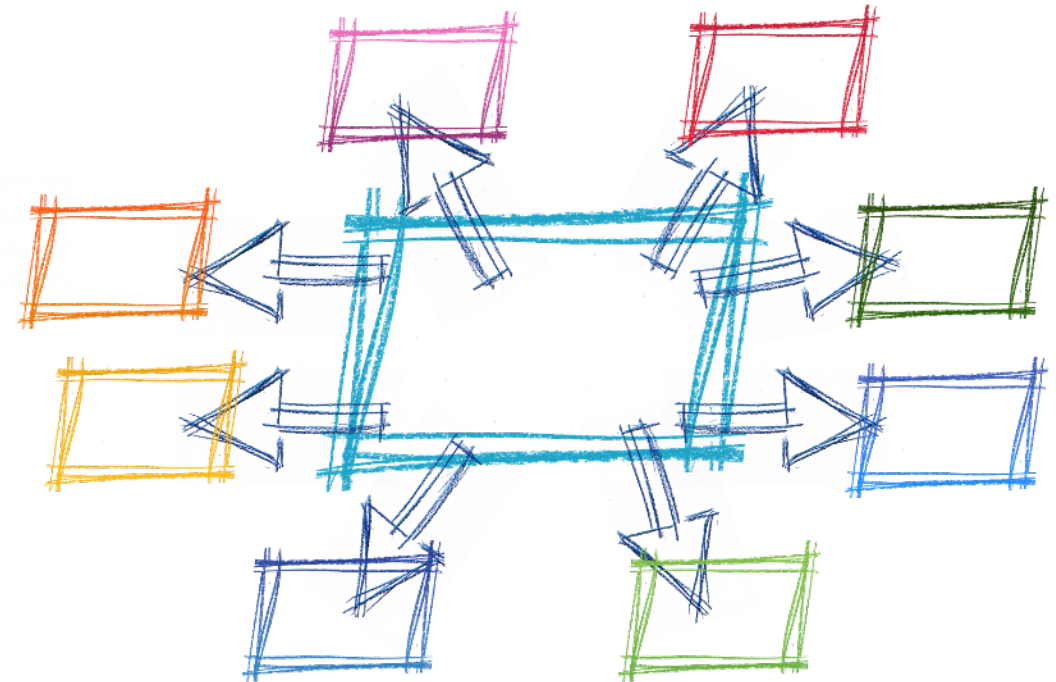
1. Clearly map out a plan to accomplish barriers (think about SMART goals)
2. Evaluate and problem-solve new barriers that pop-up
3. Adjust plan





## Systematic Change

1. Identify the stakeholders key to make the changes
2. Prepare materials and plan how to change and why to change
3. Set up a meeting to gain support and make a plan
4. Get outside help



# What's Going On In The Field?



## **You are not alone**

1. Contact nearby DUI court programs
2. Contact your state/regional leadership for ideas
3. Contact the Academy Courts about how they address this issue
4. Contact NCDC about innovative practices in the field



## Track All Changes

1. Are you able to answer programmatic questions with collected data?
2. Identify the key data points to track to see if the changes made are effective
3. Evaluate and compare data pre-changes and post-changes
4. Adjust based on data results



# Need Additional Help?



**NCDC technical assistance**

**NHTSA JOL**

**State/local resources**

**Training**



# Multnomah County, Oregon: DUII Intensive Supervision Program



- Evaluated team dynamics and defined roles
- Addressed eligibility criteria, assessments, and entry process
- Restructured staffing and hearings
- Redefined phases and addressing behavior

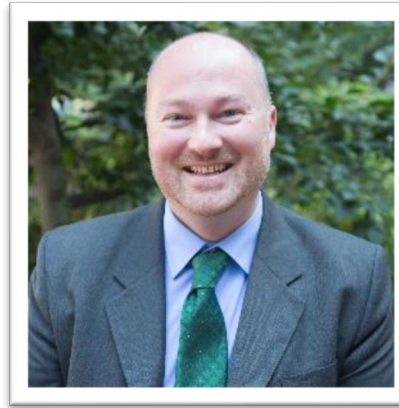
*“With NCDC’s help, we were able to identify very real changes to make in our program that will pay positive benefits to our participants, changes I don’t think we would have thought to make on our own.” – Judge*



**Jim Eberspacher**

Director

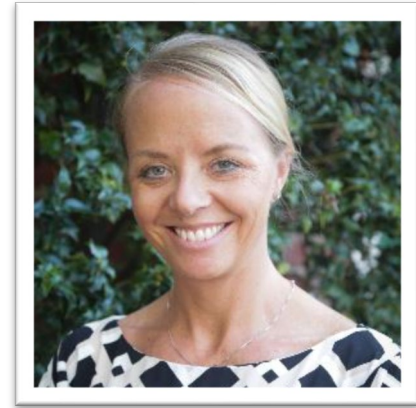
[jeberspacher@dwicourts.org](mailto:jeberspacher@dwicourts.org)



**Shane Wolf**

Project Director

[swolf@dwicourts.org](mailto:swolf@dwicourts.org)



**Julie Seitz**

Project Director

[jseitz@dwicourts.org](mailto:jseitz@dwicourts.org)

***[www.dwicourts.org](http://www.dwicourts.org)***