



ROLES OF TEAM MEMBERS **UNDERSTANDING ROLES WITHIN A COLLABORATIVE TEAM**

***2022 STATEWIDE IDAHO
TREATMENT COURT CONFERENCE***



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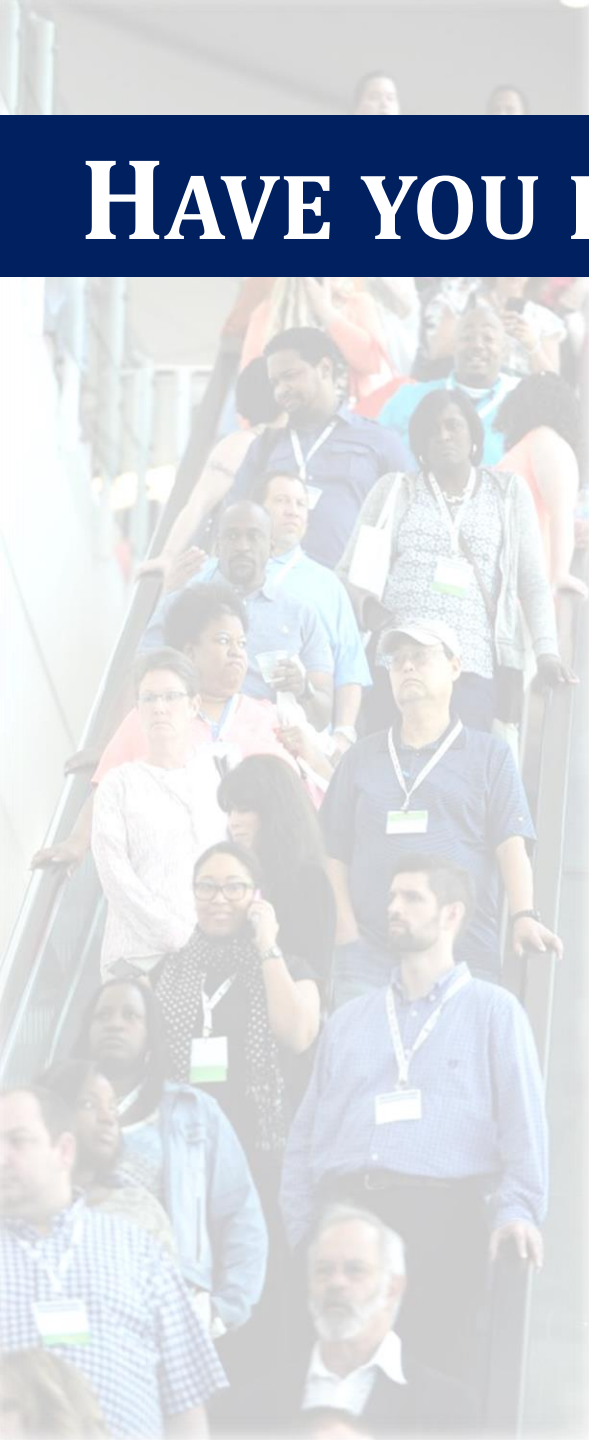


STANDARD VIII

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

HAVE YOU EVER ASKED YOURSELF THESE QUESTIONS?

- 
- ✓ Who are these people?
 - ✓ What are their roles?
 - ✓ What is my role?
 - ✓ What am I supposed to share with the team?
 - ✓ How do I balance this role with my other obligations?
 - ✓ What if others don't appreciate my role, experience, input, or obligations?

UNDERSTANDING HOW WE LEARN



LEARNING STYLE ASSESSMENT

1

Rank the four words in order across each horizontal line. The word that most describes you would get a ranking of 4. The word that next most describes you would get a 3, and on down to the word that least describes you with a ranking of 1.

2

After you have ranked all of the words, add up the numerical values vertically. You should have a total of four scores.

3

Your score will probably indicate an assortment of styles.

4

The highest score represents your dominant style.

5

Your dominant style is that style with which you are most comfortable.

BLUE – TYPE 1 . . . WHY?

Traits: *Value Relationships, Are Adaptable and Committed to Ideals*

Type 1s look for relationships to known information and like to attach meaning. They are interpersonally sensitive and capable of identifying topics that cause conflict within the team. They are good at understanding differing points of view and will only share their point of view, in the meeting or discussion, when they trust the team.



GREEN – TYPE 2 ... WHAT?

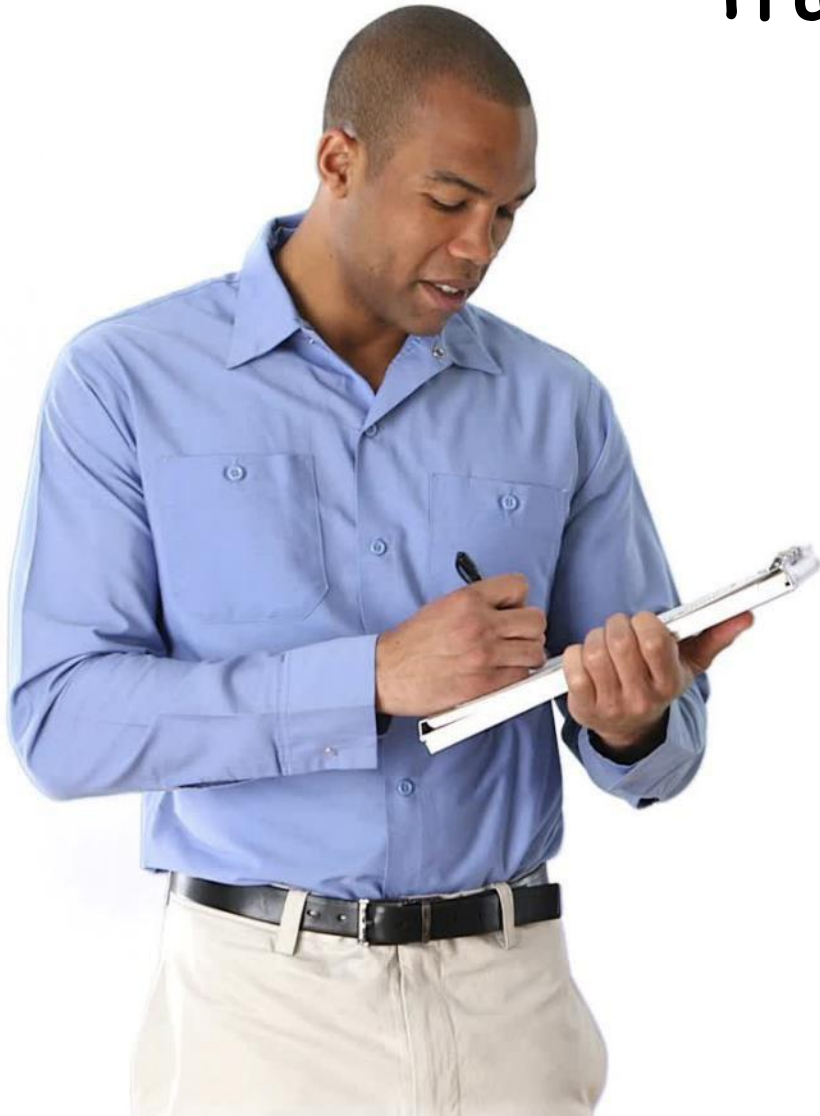
Traits: *Innovative, Curious, Logical and Push Themselves to Improve*

Type 2s prefer references, data, and concrete factual information. Remember to provide them with the time to assimilate information into meaningful conclusions. They are logical and like to take time to get to the correct conclusion. They are less concerned with the speed of a decision and more concerned with the accuracy of the decision. They can be irritated by people who “don’t think.”



GOLD – TYPE 3 . . . HOW DOES THIS WORK?

Traits: *Goal-Oriented, Value Organization and Desire Structure*



Type 3s like to get tasks completed on time. They like for meetings to begin and end on time. Efforts made to keep the material presented topical and applicable and the team environment efficient and effective will be greatly appreciated. They are valuable team members for developing time and task schedules, as well as for monitoring task completion.

RED – TYPE 4 . . . WHAT IF?

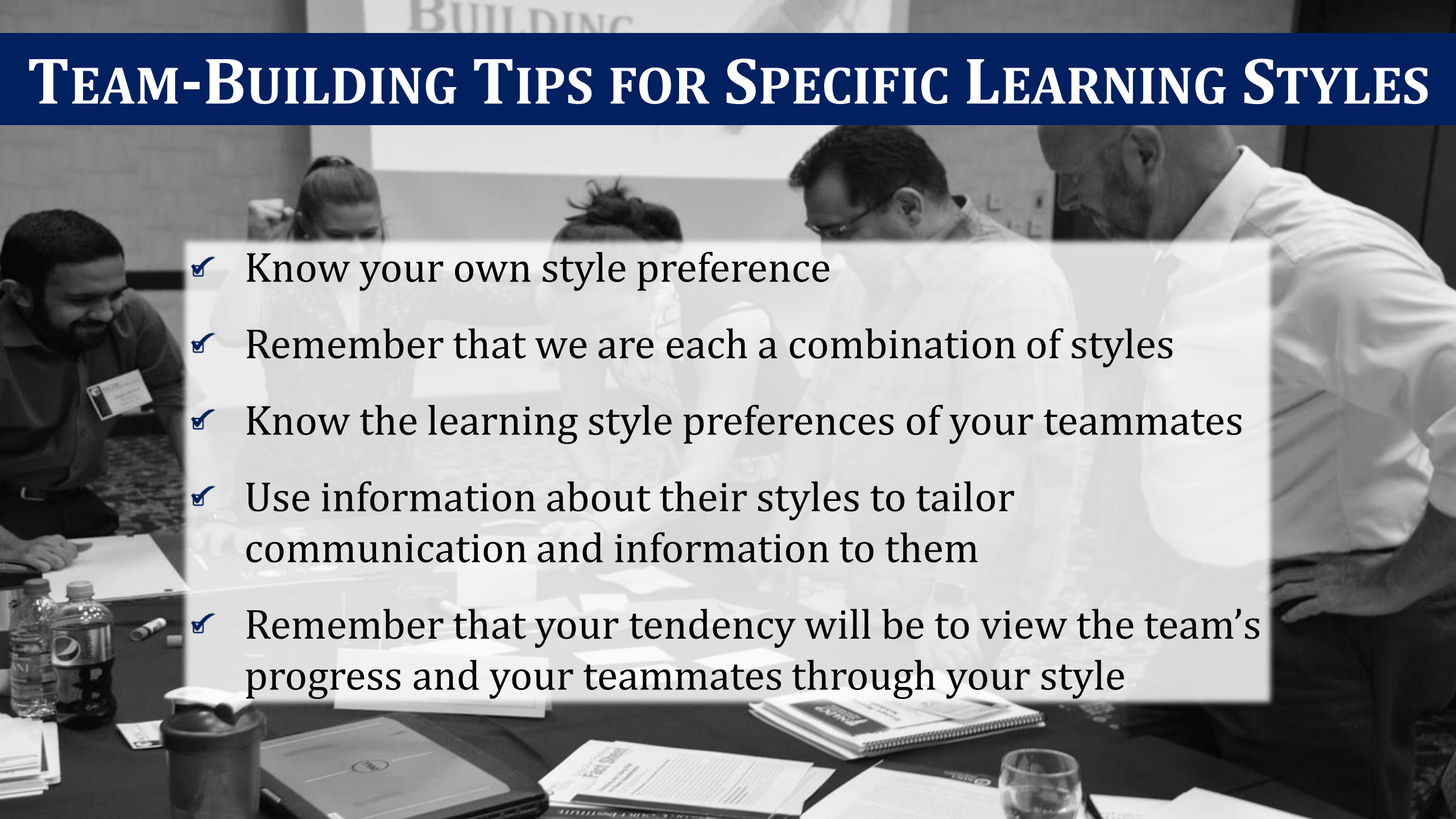
Traits: *Spontaneous, Optimistic, Risk-Takers and Competitive*

Type 4 team members are highly interactive. They like to look at the “big picture” and expand it or make it apply to the topic at hand. They are great visionaries, always capable of seeing the big picture and developing innovative methods of obtaining the vision state.

They often arrive at the appropriate conclusion in the absence of empirical data. They do not enjoy repetitive tasks.



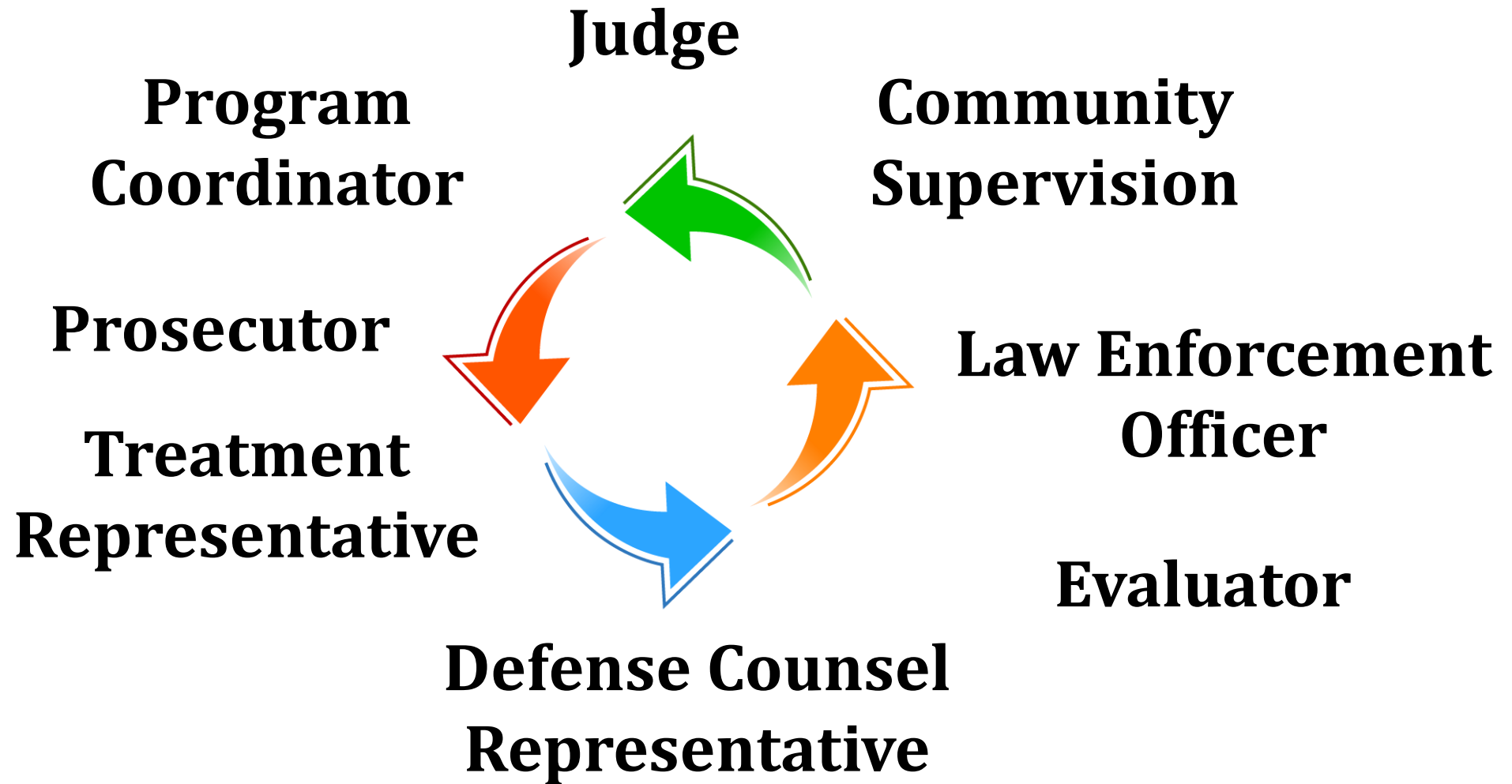
TEAM-BUILDING TIPS FOR SPECIFIC LEARNING STYLES

- 
- ✓ Know your own style preference
 - ✓ Remember that we are each a combination of styles
 - ✓ Know the learning style preferences of your teammates
 - ✓ Use information about their styles to tailor communication and information to them
 - ✓ Remember that your tendency will be to view the team's progress and your teammates through your style



YOUR TEAM

TEAM COMPOSITION



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.



JUDGE – RESEARCH

36%

Cost Savings

The judge spends an average of 3 minutes or more per participants during status review hearings

Recidivism

153%

4%

Cost Savings

The judge was assigned to treatment court on a voluntary basis

Recidivism

84%

17%

Cost Savings


The judge's term is indefinite

Recidivism

35%

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

JUDGE – DUTIES


- 
- ✓ Leader of the team
 - ✓ Knowledgeable about policies and procedures
 - ✓ Knowledgeable about client's case
 - ✓ 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

- ✓ Court administrator
- ✓ Senior probation officer
- ✓ Case manager
- ✓ Clinician



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 than on legal aspects of the case, barring additional criminal behavior

PROSECUTOR – RESEARCH

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

COMMUNITY SUPERVISION

**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

Typically an addiction counselor,
social worker, psychologist, or
clinical case manager



TREATMENT REPRESENTATIVE – RESEARCH

Treatment communicates
with court via email

Recidivism

119%

Treatment court works with two
or fewer treatment agencies

Recidivism

76%

Treatment attends
court sessions

Recidivism

100%

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*



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

- ✓ Manages delivery of treatment services
- ✓ 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

LAW ENFORCEMENT

Sworn police officers, deputy sheriff's, highway patrol officers, tribal officers whose primary job function is prevention, detection, or investigation of any violation of criminal law; authorized to carry firearms and to make an arrest for violations of law.

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

Law enforcement is a member
of the treatment court team

Recidivism

88%

Law enforcement
attends court sessions

Recidivism

83%

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

NPC Research Key Components Study 2008

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

VETERAN MENTOR COORDINATOR



Typically a Veteran volunteer who is able to coordinate and supervise the volunteer mentor program.

- ✓ **Establishes a Hierarchy of Communication**
 - ✓ Liaison between the volunteer veteran mentors and the veterans treatment court team
- ✓ Recruit, train and maintain the volunteer veteran mentors
- ✓ Supervise the volunteer veteran mentors
- ✓ Practices a *Veteran Centered Approach* and encourages others to do the same

A man with short dark hair, wearing a dark jacket and blue jeans, is sitting on a metal structure. A golden retriever dog is sitting next to him, looking towards the camera with its tongue out. The dog is wearing a blue and black harness.

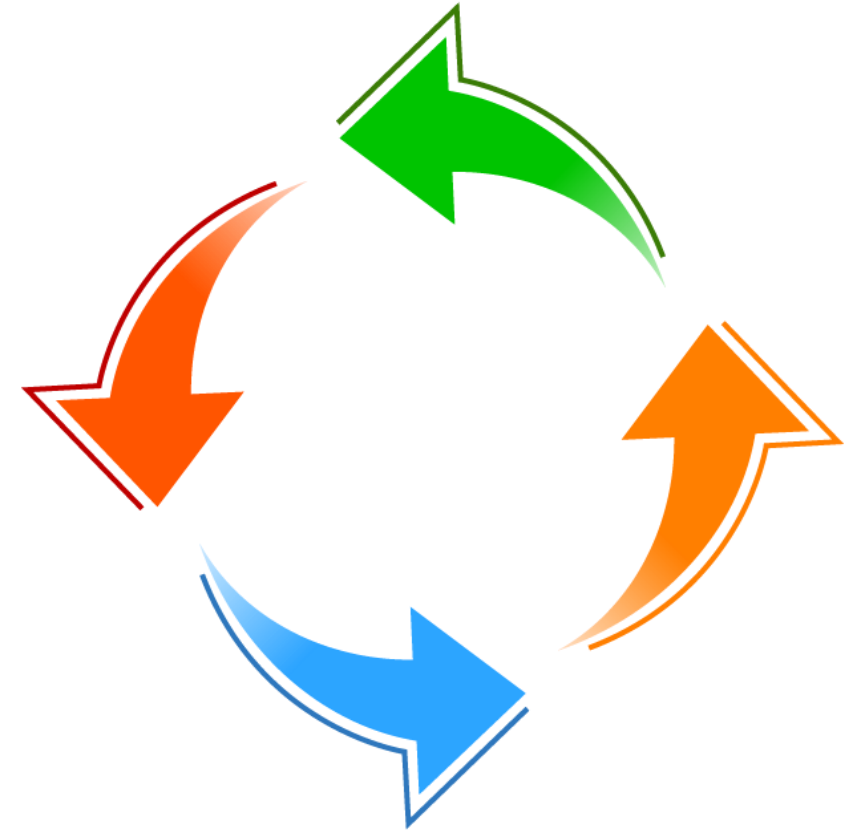
VETERANS JUSTICE OUTREACH (VJO)

The VJO is a Veterans Affairs (VA) employee, under the Homeless programs at the VA

- ✓ Acts as a liaison between the VTC Team and the VA.
- ✓ Provides information on veteran eligibility for VA services as well as the types of services which are available to them.
- ✓ Assists with the coordination of referrals for the veteran participant to medical/behavioral health professional within VA.
- ✓ Is a “boundary spanner” among correctional, judicial, VA and treatment staff.

ADDITIONAL TEAM MEMBERS

- ✓ Case Manager
 - ✓ Court
 - ✓ Supervision
 - ✓ Treatment
- ✓ Peer Recovery Specialist
- ✓ Others?





ACTIVITY

Brainstorm the following questions and share with your team:

- What are the essential functions of your role in treatment court?
- What are your ethical obligations?
- What are the biggest challenges abiding by these obligations and serving on a treatment court team?
- Name at least three things that encourage communication.

DESPITE TRAINING

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



WORKING WITHIN A TEAM

People learn in many ways

Learning styles impact how team members will reach solutions

Experience does not equate better outcomes

WHAT MAKES THE PERFECT TEAM?

Project Aristotle

- Building off Project Oxygen – to find what makes a great manager
- “The whole is greater than the sum of its parts”
- Wanted to determine what makes a team effective



PROJECT ARISTOTLE

What is a Team?



Work Groups vs. Teams

- Work groups have least amount of interdependence
- Teams are highly interdependent

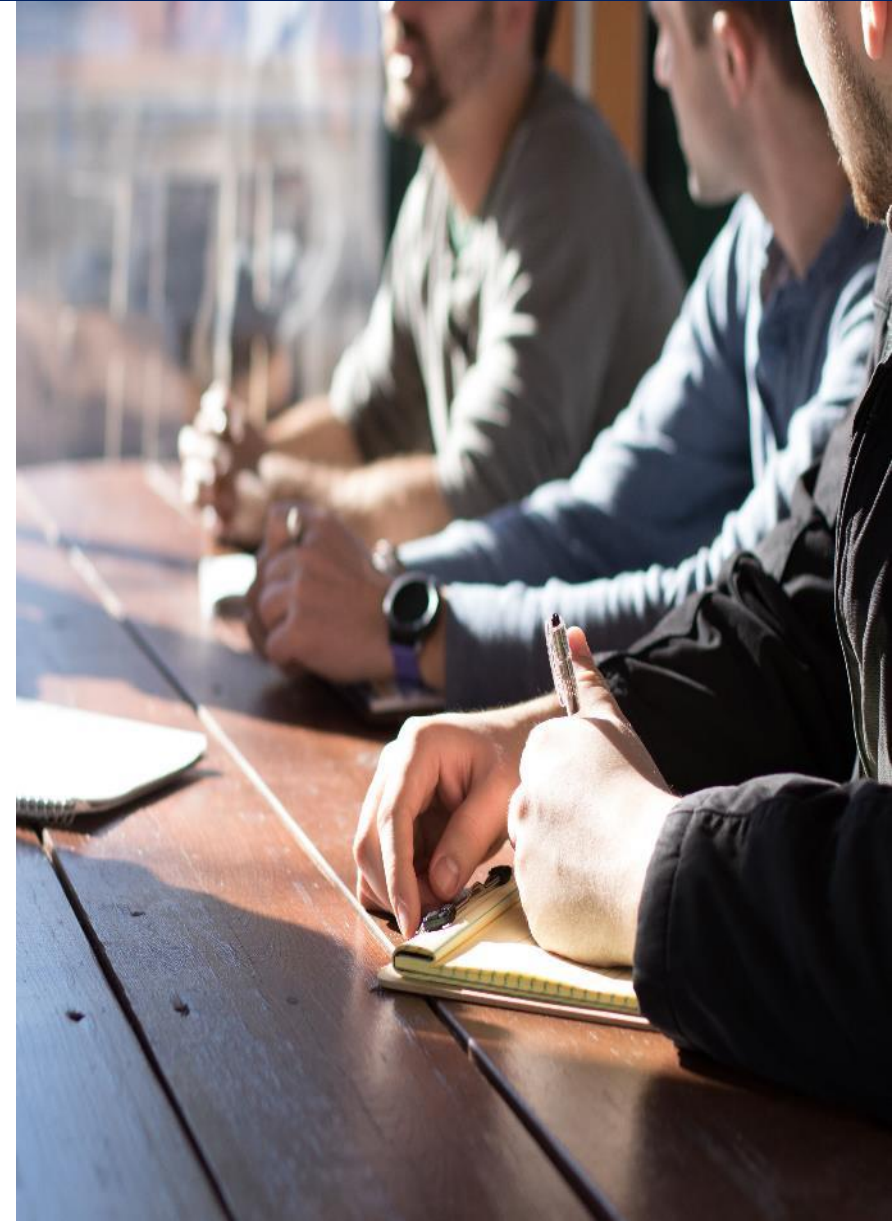
PROJECT ARISTOTLE

Measuring Effectiveness

- Qualitative assessments and quantitative measures – team members' evaluations and performance data

Impacting Effectiveness

- Team composition
- Team dynamics



PROJECT ARISTOTLE



Five questions an effective team should be able to affirm

1. Can we, as a team, take a risk without feeling insecure or embarrassed?
2. Can we count on each other to deliver high-quality results on time?
3. Are our goals, roles, and execution plans clear?
4. Are we working on something that is personally meaningful to each of us?
5. Do we fundamentally believe that the work that we're doing matters?

PROJECT ARISTOTLE



Overall Results

- What really mattered was less about who is on the team, and more about how the team worked together

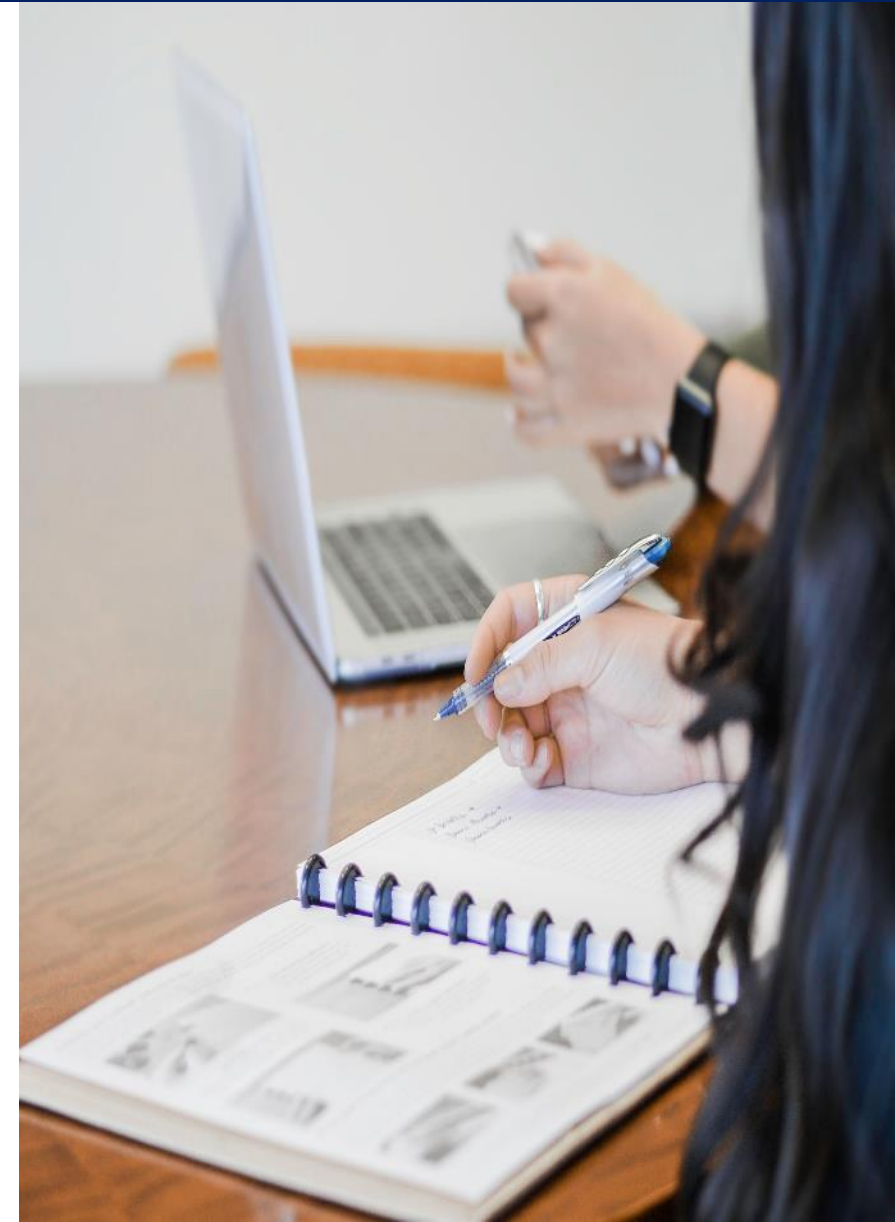
Important Factors

1. Psychological safety
2. Dependability
3. Structure and clarity
4. Meaning
5. Impact

PROJECT ARISTOTLE

Factors Not Significantly Connected to Effectiveness

- Co-location of teammates
- Consensus-driven decision making
- Extroversion of team members
- Individual performance of team members
- Workload size
- Seniority
- Team size
- Tenure



BEING ON THE SAME SHEET OF MUSIC

**Teams thrive when individuals understand their role,
the roles of others, and share a common vision,
mission, and purpose.**

Mozarts Werke.

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F

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QUESTIONS?

