COLLABORATIVE CASE WORK:
Strategies and approaches to work
effectively with justice involved women

OFFERED BY:

National Resource Center
on Justice Involved Women

Co-sponsored by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance and the National Institute of Corrections

www.cjinvolvedwomen.org

Our Presenters

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Mission: Provide guidance and support to criminal justice professionals who work with justice-involved women

Audience: criminal justice stakeholders, state and local governments, service providers
The Goals

- Discuss advances in our work with justice involved women.
- Introduce the core practices that characterize a gender-responsive approach.
- Explore the four major phases, tasks and strategies associated with the case planning process.
- Identify and address some of the barriers and obstacles to successful intervention.

A Bit of History

The field has requested, pleaded, begged, and then demanded services that are gender-responsive...

Over the last three decades:
Historically...

- We have systematically ignored justice involved women and girls...
  - Professional research,
  - Policy and practice
- Males traditionally the standard for research
- Almost without exception – correctional systems across NA were designed for men.
- Argument to maintain this practice predicated by the fact that women and girls comprise the smallest correctional population

THE GOOD NEWS...

I: SHAPING POLICY AND PRACTICE...

- Gender-Informed Policy Brief
  - National Institute of Corrections (Erica King, MSW and colleagues at the University of Southern Maine - national survey of GR policies)
  - National Resource Center on Justice Involved Women (Alyssa Benedict, Phyllis Modley and Andie Moss)
II: MERGING EBP and GR LITERATURE…

• NIC: Gender Informed Practices Assessment
• (GIPA)12 Domains
  1. Leadership and Philosophy
  2. External Support
  3. Facility
  4. Management and Operations
  5. Staffing and Training
  6. Facility Culture
  7. Offender Management (Sanctions and Discipline)
  8. Assessment and Classification
  9. Case and Transitional Planning
  10. Core Programs
  11. Services
  12. Quality Assurance and Evaluation

III: GR PROGRAMS, STRATEGIES AND PRACTICES…

By integrating the research on women with evidence-base practices we are demonstrating outcomes in three areas of practice:

• Assessment
• Programs
• Case Work

ASSESSMENT

Generic risk-need assessments are predicting well for men and women...

However can we enhance predictive accuracy with a GR tool?

- Blanchette & Brown (2005) – ability to predict is enhanced when we use an empirically-derived gender-informed tool.

  - 1,650 male and 819 female youths on probation across New York State.
  - Gender-neutral YASI was statistically equivalent in predicting convictions over 2-years across gender
  - For girls, the magnitude of predictive validity was enhanced when gender-informed items were extracted and a new tool was created.
ASSESSMENT

Generic risk-need assessments are predicting well for men and women...

- Millson, Robinson & Van Dieten (2011)
  - LSI-R and the SPIN-W used with approximately 600 women
  - AUC's statistically higher for the gender-responsive tool

- Van Voorhis and Hardyman
  - Movement toward adjusting cut-offs
  - COMPAS, LSI-R

However can we enhance predictive accuracy with a GR tool?

- Van Voorhis and colleagues at UC (2001-2011) have developed a series of gender-informed assessment tools: Gender Responsive Risk Need Assessment and Supplements for generic tools

  • They have found that (1) some items are more powerful for women and (2) some items are unique for women.

  • Jones (2011). Similar results. Some factors, more significant for males than females. For example, family history significant for females, whereas school-related factors more salient for males.

ASSESSMENT

Generic risk-need assessments are predicting well for men and women...

However can we enhance predictive accuracy with a GR tool?

PROGRAMS

- There are a number of programs that have been designed exclusively for women offenders and that are showing favorable outcomes.
  - These programs target the salient need areas identified in the pathways and qualitative research.


- Seeking Safety
- Women in Recovery
- Overcoming Trauma
- Moving On

- 300 women in Moving On matched with a control group of similar size
- Significant treatment effects (including official reports of recidivism) at 12, 24, and 30 months following participation in Moving On

PROGRAMS

CASE WORK

- NIC: Women Offender Case Management Model
  - Model development
  - Implementation in community and institutional settings
  - Outcome evaluation
- mvandieten@orbispartners.com and mbuell@bop.gov

Gender-Responsive Approaches and Strategies (WOCMM)
## The Model

<table>
<thead>
<tr>
<th>Individualized</th>
<th>Collaborative</th>
<th>Enhance Motivation</th>
<th>Consistent (Team Approach)</th>
<th>Continuous (Seamless and Limitless)</th>
<th>Implementation Integrity</th>
<th>Outcome Based</th>
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**WOCMM**

- EBP- wrap-around, mental health, family, corrections...
- INTEGRATED WITH research on women

## Implementation

### Strategic Implementation
- Advisory team
- Outcomes
- Reviewed policy (e.g., case load size, violations, etc.)
- Recruiting staff
- Orientation sessions

### Collaboration
- Who are the stakeholders?
- How can we connect?
- MOU’s
- What roles and responsibilities will we assume?

## Training

**Advisory Committee**
- 8 Probation Officers volunteered
- 6 Community Partners (contract agencies provided resource and treatment staff)
- Formal Network of Partners

1. **Who are Justice Involved Women?**
2. **Gender-Responsive Strategies**
3. **WOCMM- Model**
4. **GR: Engagement & Interviewing skills**
5. **GR: Assessment**
6. **GR: Motivation**
7. **GR: Case Planning**
8. **GR: Supervision**
9. **Working in a Team**
10. **Resilience and Self-Care**

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### Advisory Committee

- 8 Probation Officers volunteered
- 6 Community Partners (contract agencies provided resource and treatment staff)
- Formal Network of Partners
Coaching & CQI

Ongoing technical support, clinical supervision and coaching.

Methods
- Team meetings – case review
- Booster training ongoing
- Audio-video tapes to determine fidelity
- Monitored input of case plans over web...
- Monitor outcomes (strengths and needs)

Approach: Core Practices (Benedict, 2008)

Using an approach that is...
- Strengths-based
- Relational and Collaborative
- Trauma-informed

Strengths-Based

Strengths-based interventions assume that all individuals have resources that can be mobilized...
### Strengths-Based Approach

**Why is a strengths-based approach important?**

- Low rates of self-efficacy and high rates of depression among girls and women.
- Self-defeating cognitions which include themes of future hopelessness and despair.
- Favorable impact of the positive psychology movement and changing paradigms

### Relational Approach

**Why is a relational approach important?**

- Relationships play a central role in female socialization and development
- Important pathway to the justice system (risk factor)
- Relationships – natural and professional (protective factor)

### Relational Approach

**What strategies are consistent with a relational approach?**

- **ENGAGEMENT**
  - Anticipate
  - Reflect
  - Validate
  - Elicit DARN-C (desires, ability, reasons, needs, commitment)
  - Let her set the agenda
  - Work COLLABORATIVELY to resolve problems; overcome obstacles
### Trauma-Informed

**Why is a trauma-informed approach important?**

- Many justice involved girls and women have experienced a history of childhood abuse and adult victimization
- Emotional, behavioral and physical reactions can place the client and staff at risk if not fully understood.

### Trauma-Informed Strategies

**What is trauma-informed?**

- Understand the impact of trauma
- Emotional, behavioral and social consequences and reactions
- Triggers
- Calming techniques
- Professional resources

### When WOCMM was implemented with fidelity we found...

- Significantly lower recidivism rates compared to regular probation, especially for higher risk women
- Increased, more productive officer contacts
- Benefits of gender-responsive assessment
  - Improved identification of recidivism risk for women
  - Identification of gendered needs and strengths
When we ensure that WOCMM was implemented with fidelity we found...

WOCMM participants also showed gains in a number of intermediate outcomes:

- Increase in social capital
  - Natural supports
  - Professional resources
- Increase in personal or human capital
  - Self-esteem
  - Problem-solving
  - Managing stress, goal-setting, decision-making

Effective Case Work Model and Process:

Kim McIrvin
Marilyn Van Dieten

The Model

- Individualized
- Collaborative
- Enhance Motivation
- Consistent (Team Approach)
- Continuous (Seamless and Limitless)
- Implementation Integrity
- Outcome Based
The Approach

- Strengths-based and collaborative
- Relational
- Trauma-informed

The Process

PHASE 1:
- Engage and Assess

PHASE 2:
- Focusing

PHASE 3
- Implement the Case Plan

PHASE 4
- Review Progress

The PROCESS

- Resources
- Motivation
- Criminogenic Needs
- Risk Factors
- Strengths
- Stability Needs
- Natural Supports
- Explore Intentions
PHASE 1:
Engage and Assess

WOCMM FINDINGS confirmed that...

- **RISK PRINCIPLE:**
  - Greater risk reduction and progress across intermediate targets with higher risk women.
  - Intensity/dosage must be increased for higher risk cases

- **NEED PRINCIPLE:**
  - Use of a GR Assessment improves prediction of risk
  - Able to identify needs that are more relevant and impactful for women

WOCMM FINDINGS confirmed that...

- **STRENGTHS PRINCIPLE:**
  - Deliberate efforts to assess strengths: internal and external resources that mitigate the impact of risk

- **RESPONSIVITY PRINCIPLE:**
  - Assess and address individualized characteristics that tailor interventions for the best 'fit'.
  - Determine motivation to change.
  - Understand and explore context and circumstances related to offending behavior.
What should the assessment focus on?

- Focus on strengths and risks
- Focus on gender-neutral factors
- Focus on gender-responsive factors

What should the assessment look like?

**Women Risk Need Assessment (WRNA)**
(Van Voorhis, UC)

**Service Planning Instrument for Women (SPIn-W; Orbis Partners)**

We need gender-responsive assessment and intervention...

**Gender Neutral**
- Antisocial attitudes
- Antisocial peers
- Temperament and personality (cognitive skills deficits)
- Behavioral history (agression, substance abuse, etc.)
- Family
- Vocational/Education Employment

**Gender Salient**
- Mental health issues
- Trauma
- Lack of self-efficacy; limited hope
- Substance abuse
- Child custody/care/visitation
- Parenting skills/parental stress
- Developing marketable skills
- Community living
- Community stability, housing, finances
How should the assessment be administered?

- Begin with mutual purpose...
- Be EMPATHIC but DIRECTIVE
- Move from listless static assessment of facts or CHECKLIST …
- to Intentional Interviewing- curious, interested question - asking, personal inquiry, TELL ME YOUR STORY…

TIPS to elicit information

Start by Building Rapport

Women may be reluctant to give you details about their lives until a professional working relationship has been established.
TIPS to elicit information

Use Foundation Skills

- Open and Closed Questions
- Affirmations
- Reflections
- Summaries

TIPS to elicit information

Use Advanced Skills

- Explore Strengths
- Explore context and circumstances
- Map the case

Explore Strengths

Develop questions to assess strengths in the following areas…

- Family
- Relationships
- Education/Employment
- Emotional Expression
Explore Context and Circumstances

Looking Back
• 5 W’s
  – Consequences
    • What happened
  – Looking Forward
    • What can you do differently next time?

Case Mapping (Formulation)

• Before we even consider moving to the case plan we need to have a behavioral target.
• What are the greatest risk factors, obstacles and barriers to success?
• Be prepared to summarize the TOP 3 and to describe all of her strengths.

PHASE 2
Focusing
What is Motivational Interviewing?

Person-centered, directive method for enhancing intrinsic motivation to change...


Tune Your Ear to Change Talk

Change Talk

Any speech that favors movement toward change.

1: Preparatory Change Talk (DARN):

- DESIRE: Want, wish, like
- ABILITY: Can, could, able
- REASON: Specific reason for change
- NEED: Need to, have to, must, important, etc.
Preparatory Change Talk or Not...

I really want my children back.

People have told me I am a pretty good cook... maybe I could get a job in a restaurant.

If I stay with him – I am going to end up in the hospital again and the next time I may not come out.

I really need to quite using if I want to have a different life.

There is nothing anyone can say to me that will make me change my mind.

Change Talk

Any speech that favors movement toward change.

2: Mobilizing Change Talk (CAT):

**COMMITMENT**
Will, intend to, going to, etc.

**ACTIVATION:**
Ready to, willing to (without specific commitment)

**TAKING STEPS:**
Reporting recent specific action (step) toward change

Mobilizing Change Talk or Not...

I want to change but it is so hard.

I plan to go to AA.

I am willing to focus on my drug use.

I have attended the first meeting and now I am looking for a sponsor.
Evoke or Elicit Change Talk

Questions that EVOKE change talk...

- Why would you want to make this change?
- What are the three best reasons for making this change?
- On a scale of 1-10 with 10 being very important, how important would it be for you to make this change? Why are you at a ___ and not a 0?
- How might you go about in order to succeed in making the change?
- What do you think you will do?

Commonly used interventions that DO NOT...

- Do you want a better life or not?
- Do you really think that what you are doing – is working for you?
- What you really need to do right now is...
- Here is where you can get the help you need...
**Good Question or NOT So Good…**

- Why don’t you stop getting into trouble?
- How do you see your life in 5 years?
- Do you really think what you are doing is working for you?
- Tell me about a time when you weren’t angry with your mom… what was different then?

**Three Brief Intervention Strategies**

**Enhance Intrinsic Motivation**

- FEEDBACK: Practitioner summarizes strengths and challenges from assessment.
- FOCUSING: Woman chooses the priority target from the salient challenges presented during feedback.
- EVOKING: Work collaboratively to build commitment.

**PHASE 3: Implement the Case Plan**
Commitment

A behavioral target is essential...

Goal Setting 101

Future oriented outcomes... Hypothetical Solutions

MIRACLE QUESTION: Suppose that the problem is no longer there...

CRYSTAL BALL: What do you see...

GOAL SETTING Positive and Clear Detailed and Meaningful Manageable and Realistic

Action Steps

What things need to be done to met your goal?

CAF What would be the first sign that the solution is happening...

PRIORTIZE What comes first?

BARRIERS What might get in the way? How can we resolve that?
PHASE 4: Reviewing and Supporting

The Standardized Session

Five distinct steps...

1. Re-Engaging
2. Reviewing
3. Exploring Goals
4. Rehearsing
5. Updating

#1: Re-Engaging
#2: Reviewing

- Protective Factors
- Talents
- Strengths
- Abilities
- Internal and External Resources

Review Successes to Date

- Personal
- Family
- Vocational
- Community

#3: Exploring
Let's review commitments from last time...

#4: Rehearsing

Change should occur at three levels... Ecological models

1: Strategies---Self-directed
(identifies targets of intervention, generates options, sets SMART goals and actions steps, and addresses obstacles as they arise)
Personal Strategies

- Goal-Setting
- Problem-Solving
- Emotional Regulation
- Interpersonal Competence

Guided Skill Development

- Tell me why
- Show me…
- Let me try
- How did I do?
- When can I use it again?

2: Natural Supports
MICHIGAN Implementation - Context

- MDOC oversees over 43,000 prisoners in 31 facilities
- Women’s Huron Valley Correctional Facility (WHV) houses almost 2,000 women
- OMNI – Statewide Case Management Database
- COMPAS - Statewide assessment and case planning tool
- 2005 - Statewide commitment to EBP and Prisoner Reentry

Michigan is a forerunner in implementing evidence-based practices....

MICHIGAN Implementation - Context

- From 1990 to 2012, Michigan’s population of women offenders rose from 1,664 to 1,986 as of July 3rd, 2012 (State-MDOC research). This represents a 19% increase of incarcerated women since 1990.
- Movement to focus on gender-informed practices initiated as part of the Michigan Prisoner Reentry efforts.

EBP is well-supported from the top down. An increase in females entering corrections prompted a look the importance of gender...

Michigan Implementation: Collaborative Case Management for Women

The MDOC collaborated with Orbis Partners, Inc. to design and implement a training program for staff with case management responsibilities with women offenders, parolees and probationers.

The curriculum infuses gender responsive principles into the already existing Collaborative Case Management model based upon the work derived from Orbis’ partnership with the National Institute of Corrections (NIC) and years of field evaluation.
Michigan Implementation: Obstacles and Barriers

IMPLEMENTATION INTEGRITY:
“Accept that there will be challenges in any implementation and that there are always solutions....”

1. Time
2. Overfamiliarity
3. “Righting-Reflex”
4. Lack of Community Resources
5. Vicarious trauma
6. Policy Implementation

Michigan Implementation: Solutions

1. Prioritize, Goal Setting, quality not quantity of time
2. Professional boundaries – dual role (blend respect and accountability)
3. Listen!!
4. Seek out Resources, TEAM BUILDING
5. Self Reflection and Self Care
6. Review and Update Policies and Procedures to incorporate Gender Responsive principles

Michigan Implementation-QA

- Quality Assurance staff were identified early on in the CCM process
- MDOC created a position specifically to oversee CCM including Q/A
Resources

National Institute of Corrections
- Technical Assistance
- Training
- E-learning modules (available in 2013)
- Documents/Resources
- Women Offender Case Management Model – Outcome Report
- The National Directory of Programs for Women with Criminal Justice Involvement
- Provides links to resources; comprehensive online library
  http://nicic.gov/WomenOffenders
  http://nicic.gov/Library/

Correctional Service of Canada
www.csc-scc.gc.ca

The National Resource Center is administered by the Center for Effective Public Policy (www.cepp.com) and its partners:

- CORE Associates  http://coreassociates.org
- Orbis Partners, Inc.  www.orbspartners.com
- The National Center for Trauma-Informed Care  www.samhsa.gov/ntic
- The Moss Group  www.mossgroup.us
- National Institute of Corrections  http://nicic.gov
- University of Cincinnati, School of Criminal Justice  http://www.cech.uc.edu/criminaljustice
- Women's Prison Association  www.wpaonline.org

NRCJIW
www.cjinvolvedwomen.org
NRCJIW Primary Activities

- Conducts outreach activities in service of its mission
  - American Probation and Parole Association Institute, August
  - National Association of Pretrial Service Agencies Conference, August
  - International Community Corrections Association Research Conference, September
- Provides targeted training and technical assistance

Develops policy briefs, tools, and other materials to fill significant resource gaps in the field

- Ten Truths That Matter When Working With Justice Involved Women
  - Executive Summary and Research Brief
  - Achieving Successful Outcomes with Justice Involved Women: Q&A
  - News, Facts, and FAQs
  - Innovators in Criminal Justice

Serves as a referral source for information, research, and subject matter experts

Website provides links to over 200 online resources in key topic areas:

- Correctional Environments
- Offender Management and Supervision
- Classification, Assessment and Case Management
- Treatment, Interventions, and Services
- Community Reentry
- Quality Assurance and Evaluation
- Other Critical Issues like Women and Violence, Women and Drugs, Children
Thank you for participating in this NRCJIW webinar.

Please complete a (short) evaluation at: https://www.surveymonkey.com/s/6N7D53N. We appreciate your feedback!

Slides can be downloaded from: http://www.cjinvolvedwomen.org/resources

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