Moving Community Supervision Forward: Implementation of Effective Practices in Community Supervision (EPICS)

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Session Objectives

• Review the research on effective community supervision

• Identify the four components of the EPICS model

• Develop an understanding of the EPICS training and coaching process

• Learn key processes related to the implementation of evidenced based community supervision models

• Identify how your agency can begin moving towards an evidenced based community supervision model
Sanction or Service?

- Not a single reviewer of studies on the effects of official punishment (e.g., custody, mandatory arrest, increased surveillance, etc.) has found consistent evidence of reduced recidivism.

- At least 40% (and up to 60%) of the studies on correctional treatment reported reduced recidivism rates relative to various comparison groups in every published review.

Bonta (2004)
Goals of Community Supervision

- To decrease criminal behavior
- To ensure public safety
- To monitor compliance with court conditions
- To provide accountability
- To broker services
How Does Community Supervision Attempt To Achieve These Goals?

• Regular office visits
• Home visits
• Drug testing
• Set/monitor conditions
• Develop supervision plans
• Provide support and guidance
• Solve problems
Has Community Supervision Achieved these Goals?

• A meta-analytic review of approximately 25 studies indicated that probation is no more effective than other community-based sanctions such as fines, community service, etc.

• A study on case management practices in Manitoba probation found that the development of supervision plans were based on court-mandated conditions and not assessment results.

Principles of Effective Intervention

• Prior research has demonstrated that correctional services can be effective in reducing recidivism...but not all services are equally effective!

• The most effective services are based on the principles of effective intervention.
Principles of Effective Intervention: The RNR Framework

**RISK**

**WHO**

Deliver more intense intervention to higher risk offenders

**NEED**

**WHAT**

Target criminogenic needs to reduce risk for recidivism

**RESPONSIVITY**

**HOW**

Use CBT approaches
Match mode/style of service to offender
Taking Stock of the Principles of Effective Intervention

• There are more than 40 published meta-analyses of the correctional treatment literature.

• Results have been replicated with remarkable consistency; there is considerable support for the RNR framework across quantitative reviews of the literature.

Smith et al. (2009)
Translating the RNR Framework In Community Supervision

• Adhere to the principles of effective intervention:
  − Assess risk and need levels
  − Target moderate and high risk offenders
  − Target criminogenic needs
  − Use cognitive behavioral interventions

• Use core correctional practices:
  − Quality collaborative relationship
  − Reinforcement, Disapproval, Use of Authority
  − Cognitive restructuring
  − Structured skill building
  − Problem solving skills
Translating the RNR Framework In Community Supervision

THE WORK OF CHRIS TROTTER

- The use of certain skills by probation staff is related to reductions in recidivism:
  - Developing collaborative relationships
  - Role clarification
  - Targeting criminogenic needs
  - Reinforcing prosocial behavior
  - Prosocial modeling
  - Problem solving

Translating the RNR Framework In Community Supervision

STICS RESEARCH

• Strategic Training Initiative in Community Supervision (STICS)

• Results indicated that trained participants had 12% higher retention rates than untrained participants at six months

Bourgon et al. (2010)
Bonta et al. (2010)
Translating the RNR Framework In Community Supervision

STICS RESEARCH

Bonta et al. (2010)
Multnomah’s Reaction to the Research

• Recognized the importance of a dynamic risk/need assessment tool

• Raised internal awareness:
  – Too much emphasis on conditions of supervision
  – Not enough focus on using results of assessment to target higher risk offenders criminogenic needs

• Identified a need for a structured model to increase awareness to RNR framework
  – Adopted EPICS!
Purpose of the EPICS Model

• This model strives to more fully utilize staff as agents of change and ensure offenders receive a consistent message throughout the continuum of correctional services.

• The EPICS model is not intended to replace more intense cognitive-behavioral treatments that address specific criminogenic needs.
Objectives of the EPICS Model

• Apply the RNR framework to community supervision
  – Focuses effort on moderate to high risk offenders
  – Provides a format to target criminogenic needs in a one-on-one context
  – Encourages identification of specific responsivity factors
  – Uses cognitive and behavioral strategies to change offender behavior

• Train staff on core correctional practices

• Train staff to intervene where the offender is deficient in making decisions

• Include measures of fidelity and coaching sessions
EPICS Session Structure

• Each contact session should be structured in the following way:

  1. Check-in
  2. Review
  3. Intervention
  4. Homework
EPICS Training and Coaching Process

• EPICS is a three-day training for officers and supervisors on RNR, core correctional practices, and the session components

• In order to ensure adherence to the model and to train the supervisors as coaches, monthly coaching sessions are included as part of the training
Multnomah Co. EPICS Coaching with UCCI

• Approximately one month after training, staff sent in audiotapes of contact sessions to be coded for adherence to the EPICS model

• Written individual feedback was provided on use of the model
  – Supervisors reviewed feedback and audios with each staff

• Group feedback was provided on use of the model

• Skills were reviewed, modeled, and practiced
The Importance of Sustainability

• Support was provided to supervisors regarding on-going implementation and coaching
  – Attend 6 EPICS coaching sessions with UCCI
  – Attend 6 pre-coaching session conference calls with UCCI
  – Provided individual feedback to staff
  – Practiced coding using the EPICS Rating Form
  – Hosted internal booster sessions
Officer Proficiency with EPICS Model: Collaborative Relationship

Month 1
84%

Month 6
97%
Officer Proficiency with EPICS Model: Cognitive Restructuring

Month 1
35%

Month 6
75%
Officer Proficiency with EPICS Model: Structured Skill Building

Month 1  
13%

Month 6  
64%
Officer Proficiency with EPICS Model: Effective Reinforcement

Month 1
2%

Month 6
71%
Officer Proficiency with EPICS Model: Effective Disapproval

Month 1
7%

Month 6
71%
Officer Proficiency with EPICS Model: Check-In

Month 1
78%

Month 6
95%

January 2013
99%
Officer Proficiency with EPICS Model: Review

Month 1 52%

Month 6 75%

January 2013 84%
Officer Proficiency with EPICS Model: Intervention

Month 1
49%

Month 6
61%

October 2013
91%
Officer Proficiency with EPICS Model: Homework

- Month 1: 37%
- Month 6: 71%
- October 2013: 91%
Officer Proficiency with EPICS Model: Criminogenic Needs

Month 1 50%
Month 6 85%
January 2013 94%
A Picture of Success

• Three years in:
  – We believe we have changed our culture
  – PO’s adhere to EPICS case management model 80% of the time in contact sessions
  – Monthly tape submission
  – Monthly boosters focus on areas Coaches identify as needing further development
  – All new staff are trained in EPICS as their case management model
Key Lessons Learned

• Invest in your EPICS Coaches:
  – Work collaboratively with UCCI
  – Plan and Lead Boosters
  – Code tapes and provide feedback
  – Develop inter-rater reliability by having Coaches code tapes together
  – Invest in Trainer’s for your organization or region
  – Build in a training regimen for new staff coming on line
Tips for Successful Implementation

• Form an Implementation Team prior to the training

• Administrative support is critical:
  – Director of agency should provide clear expectations that acquiring this skill set is the number #1 priority over the next 12 months

• Address workload for line staff and first line Managers
  – Plan for the additional time ‘coaching’ requires
Tips for Successful Implementation

• Schedule boosters to follow up on the UCCI Training sessions
  – This will assist in the development of your Coaches

• Continue with boosters when you complete process with UCCI
  – Muscle memory comes from practice, practice, practice!!!

• Develop processes for continued improvement
Importance of Continued Improvement

• Amend Audits and Performance Evaluations
  – Give staff 12 months to learn skills and then amend the review process

• Develop performance measures to measure success and integration:
  – Statewide performance measures on recidivism, retention, abscond rates and reduction of criminogenic needs.
  – Offender survey’s

• Measure submission of tapes quarterly

• Reward and reinforce top performers
  – Tape of the Month
Implementation Activity

• Break into small groups with others from your agency or similar agencies

• Identify how your agency currently adheres to the RNR framework

• Identify steps your agency could take to increase adherence to the RNR framework
Thank You

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