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

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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)

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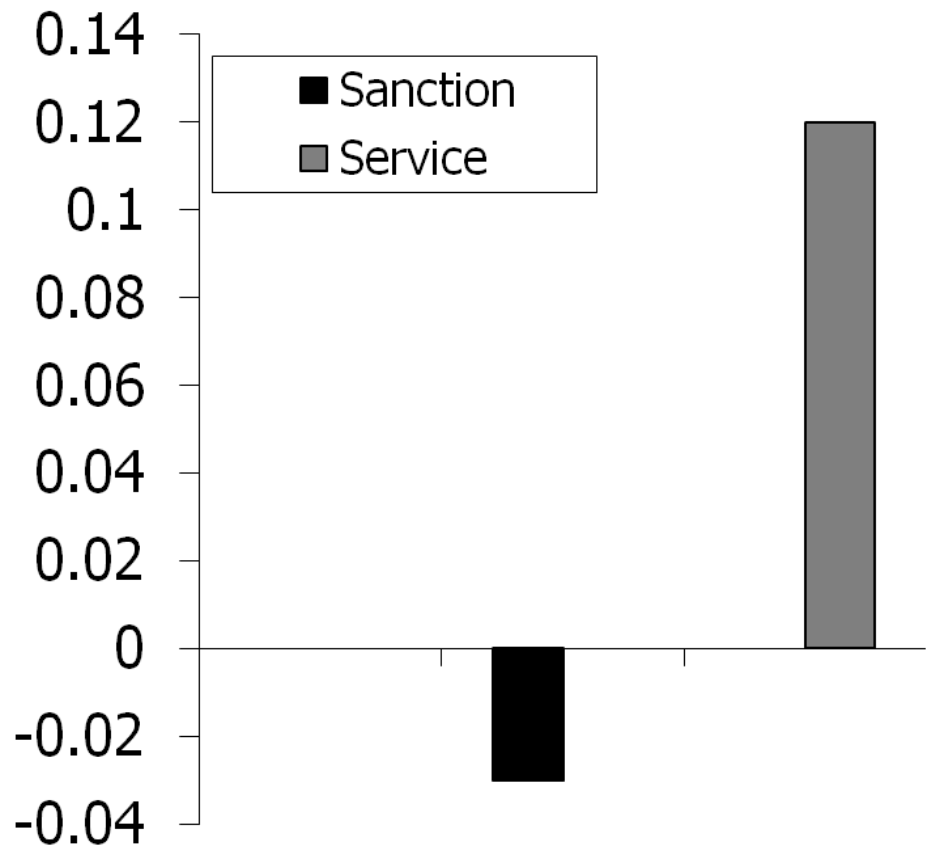
Goals of Community Supervision

- 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

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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

Bonta, J., Rugge, T., Scott, T., Bourgon, G., & Yessine, A. (2008).

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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

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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

Trotter, C. (1996, 2006).

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# 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)

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Translating the RNR Framework In Community Supervision

STICS RESEARCH

Bonta et al. (2010)

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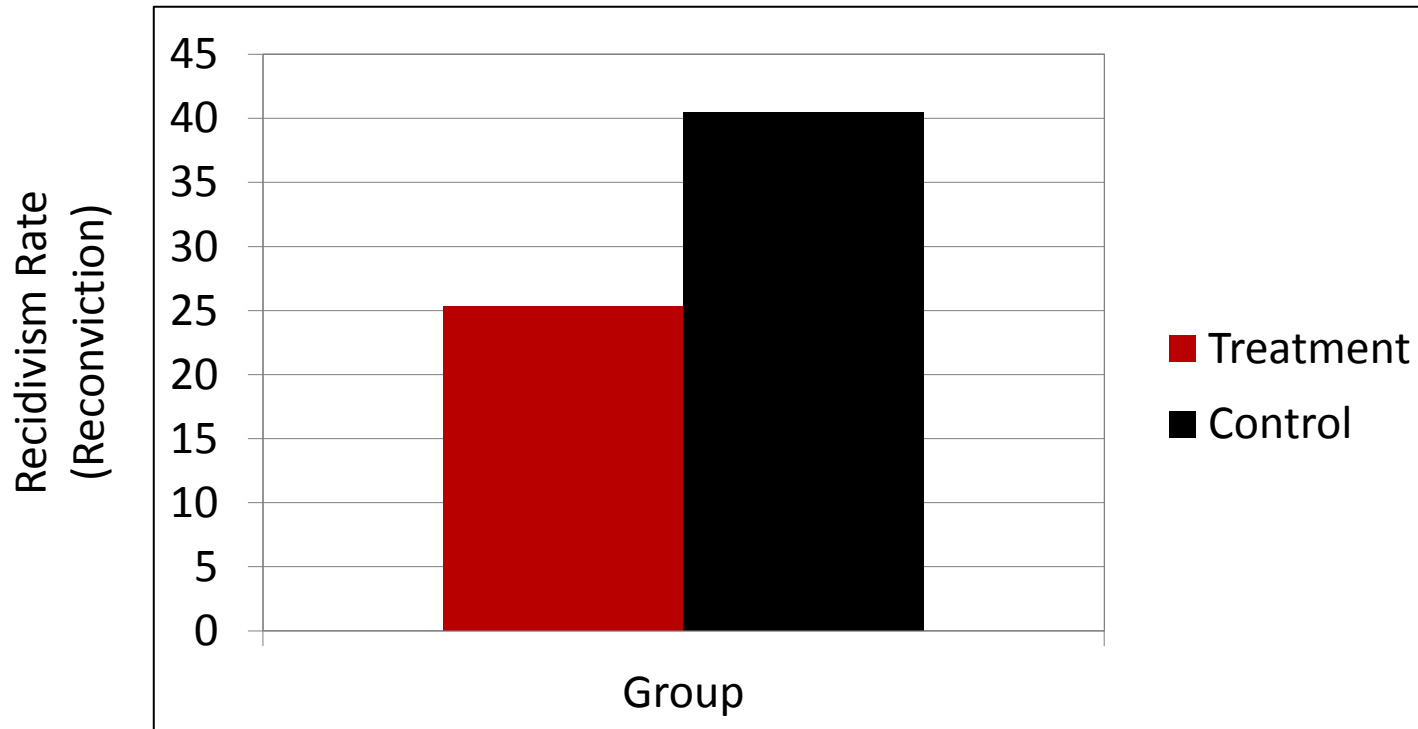
Multnomah's Reaction to the Research

- 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!

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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 <u>not</u> intended to replace more intense cognitive-behavioral treatments that address specific criminogenic needs

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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

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EPICS Session Structure

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

   1. Check-in
   2. Review
   3. Intervention
   4. Homework

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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

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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

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Officer Proficiency with EPICS Model: Collaborative Relationship

Month 1
84%

➡️

Month 6
97%

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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%**

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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%

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Officer Proficiency with EPICS Model: Check-In

Month 1
78%

➤

Month 6
95%

➤

January 2013
99%

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Officer Proficiency with EPICS Model: Review

Month 1
52%

→

Month 6
75%

→

January 2013
84%

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Officer Proficiency with EPICS Model: Intervention

| Month 1 49% | → | Month 6 61% | → | October 2013 91% |

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Officer Proficiency with EPICS Model: Homework

Month 1
37%

➤

Month 6
71%

➤

October 2013
91%

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Officer Proficiency with EPICS Model: Criminogenic Needs

| Month 1 50% | → | Month 6 85% | → | January 2013 94% |

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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

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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

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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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