



Standard 4

TEAMS!!

See section 7 of binder




Learning Objectives

As a result of this session you should be able to:

- Be able to recognize when you are an effective team
- Understand your role and the roles of other team members
- Respect and work with each member of your team
- Make decisions as a team in response to participant behavior
 - (with the judge as the final decision maker, per due process requirements)

8 Characteristics of Highly Effective Teams

- A clear and elevating goal
- A unified commitment to the goal
- A results-driven structure
- The right people on the team

Evidence-Based Decision Making –
National Institute of Corrections

8 Characteristics of Highly Effective Teams

- Effective leadership
- A climate conducive to collaborating
- Standards of excellence
- External support and recognition

Evidence-Based Decision Making –
National Institute of Corrections

Treatment Court Team Composition

- Drug Court team is comprised of representatives from all partner agencies involved in creation of program
 - Judge
 - Program coordinator
 - Prosecutor
 - Defense counsel
 - Treatment representative
 - Community supervision officer
 - Law enforcement officer
 - Evaluator
 - Nurse or physician

What does the team do?

- Manage day-to-day operations
- Review participant progress during pre-court staffings and court status hearings
- Contribute observations and recommendations from areas of expertise and role
- Oversee delivery of legal, treatment and supervision services

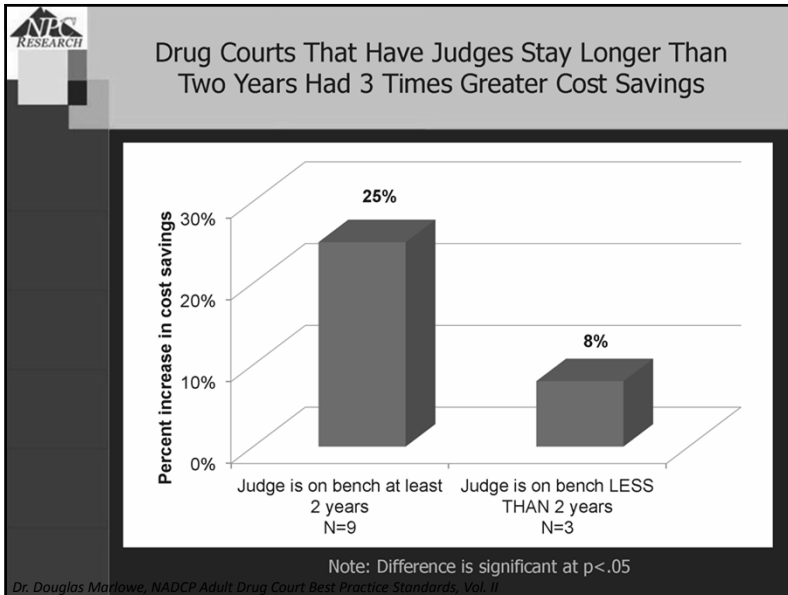
What does the team do?

- Judge considers perspectives of all in making decision, relying on experts in addiction, mental health, etc.
- Each member of team needs appropriate and continuing education in Treatment Court best practices and science behind addiction and behavior modification

Judge

We'll expand more about role of the judge in relation to Standard 5 next. For now, a couple points:

- The role of the Treatment Court judge is different from traditional role
- But still responsible to assure constitutional guarantees of due process, but in consultation with team members
- Judge has disproportionate impact on success of participants
- At least 4:1 (better 6:1) positive to negative response ratio
- Say every positive thing you can honestly say as often as you can!!



PROGRAM COORDINATOR

The hub of the process! Responsible for:

- maintaining documents and records of program
- overseeing fiscal and contractual obligations
- facilitating communication between team members and partner agencies

PROGRAM COORDINATOR

The hub of the process! Responsible for:

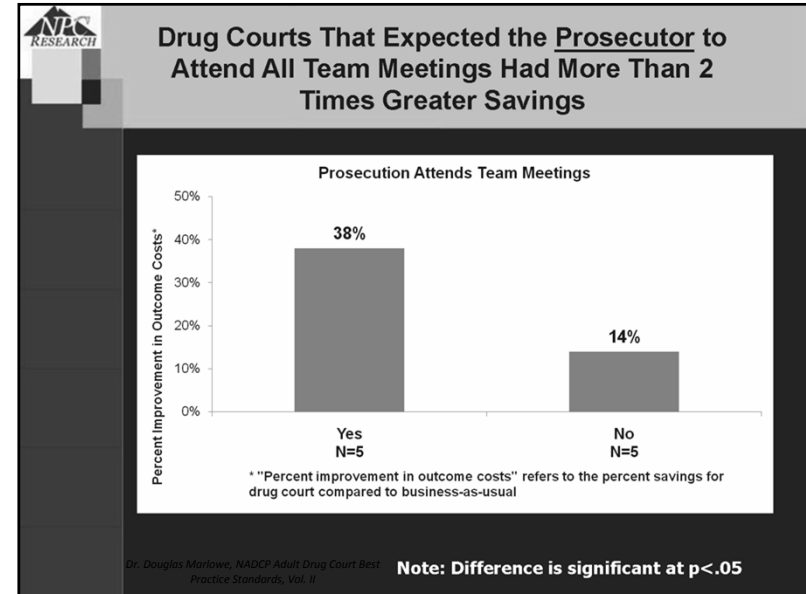
- ensuring policies and procedures are followed
- overseeing collection of performance and outcome data
- scheduling court sessions and staff meetings, and
- orienting new hires

PROSECUTOR

- Leadership very important
- Advocates on behalf of public safety & victim interests
- Hold participants accountable to obligations of program
- May also help to resolve other pending legal cases that impact participants' legal status or eligibility
- Without support of prosecutor, very difficult to create a best practices court

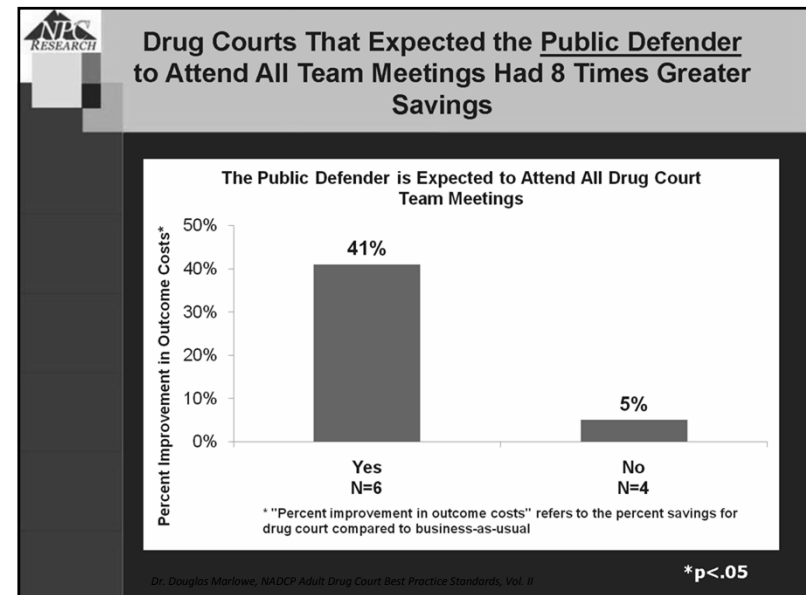
PROSECUTOR

- What if the prosecutor is not on board?
- Prosecutor as gatekeeper
- Is the District Attorney the only source of referral?
- What are some steps you can take to get everyone on board?



DEFENSE COUNSEL

- May differ depending on whether your court is pre- or post-conviction
- Ensures participants' constitutional rights are protected
- Advocates for participants' legal interests
- Participants need to provide informed consent to be represented by defense counsel serving on Treatment Court team
- Most complex role of team, especially in pre-conviction courts



DEFENSE COUNSEL

Pre-conviction courts:

- Participants have a duty to tell truth
- Defense attorney has duty of candor to court but also duty of confidentiality to client
- Sometimes defense counsel being asked to act more like a GAL
- Want a unified team in response to behavior

DEFENSE COUNSEL

Pre-conviction courts:

- Defense counsel may have the best idea of anyone of what's really going on with his/her client
- A consistent matrix of responses will help guide team and ease conflict for defense attorney
- Once revocation is at issue, traditional role comes to fore

DEFENSE COUNSEL

Post-conviction courts:

- Participation in the program is condition of probation or part of criminal sentence
- Participants are not entitled to defense representation unless face potential jail sanction or revocation of probation

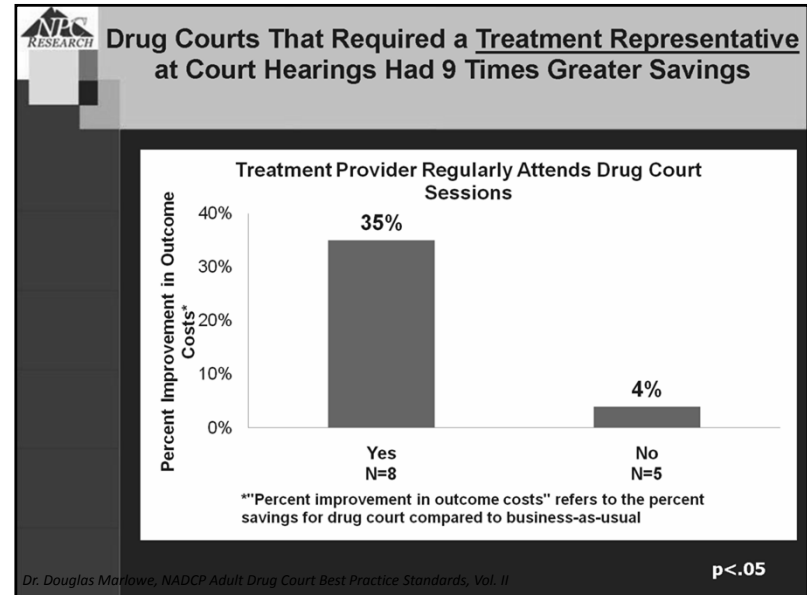
DEFENSE COUNSEL

Post-conviction courts:

- But post-conviction courts should include defense counsel on their team
- Improves outcomes significantly
 - Participants believe the process is more fair
 - Greater perception of fairness consistently associated with better outcomes

TREATMENT REPRESENTATIVE

- Addiction counselor, social worker, psychologist, or clinical case manager
- Receive clinical information from programs treating participants
- Report that information to the team
- Contribute clinical knowledge and expertise during team deliberations

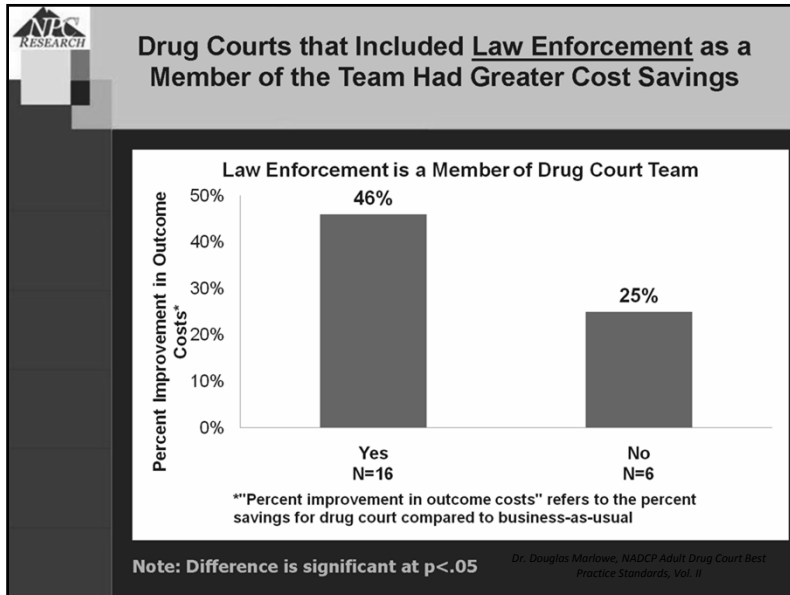


COMMUNITY SUPERVISION OFFICER

- Typically probation or pretrial services officer
- Some courts may rely on law enforcement
- Perform drug and alcohol testing
- Conduct home or employment visits
- Enforce curfews and travel restrictions
- Deliver cognitive-behavioral interventions to improve participants' problem-solving skills and alter dysfunctional criminal-thinking patterns

LAW ENFORCEMENT OFFICER

- Typically a police officer, deputy sheriff, highway patrol officer, or jail official
- Law enforcement is eyes and ears of Treatment Court on street
- May also assist with home and employment visits
- Serves as liaison between Treatment Court and police department, sheriff's office, jail, and correctional system



EVALUATOR

- As a condition of grant funding, courts may be required to include an evaluator on team
- Helps to ensure Treatment Courts collect reliable performance data to report to grant-making authorities
- And to ensure quality program evaluation and improvement

NURSE OR PHYSICIAN

- May be advised to include a nurse or physician if substantial numbers of participants
 - require medication-assisted treatment or
 - suffer from co-occurring medical or mental health disorders