Use of Rewards at the Case Manager Level

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Objectives

01

Participants will review basic principles of behavior change

02

Participants will brainstorm and discuss ideas for rewards that can be utilized at the case management level

03

Participants will consider rewards critically from multiple perspectives

Objective 1

Participants will review basic principles of behavior change

Addressing Punishment

- What percentage of your clients have previously received punishment for their criminal behavior?
- How many criminal acts do you think your clients have engaged in before they got caught?
- How likely is it, that for client violations, that we catch every single instance?
- How might punishments interact with Anti-Social Cognition traits?
- How might punishments interact with Anti-Social Personality traits?

Addressing Punishment

Extrinsic Motivators & Punishment alone are minimally effective

Increasing severity of punishment only marginally increases deterrence effects

Punishment tends to have short-term effects only

Greater use of "onerous" sanctions in DTC has an inverse relationship with outcomes (retention and recidivism)

Engagement and Alliance are predictors of success in DTC

Jail sanctions, specifically, may increase risk of failure and recidivism

National Institute of Corrections
EBP Principle #5

- Increase Positive Rewards: Rewards are the most effective method of behavior change
  - Increases engagement and alliance
  - Positive rewards can result in increased intrinsic motivation
  - Clients we work with may be more motivated by rewards than by punishment

RATIO OF REWARDS TO SANCTIONS

1 to 10   1 to 8   1 to 6   1 to 4   1 to 2   1 to 1   2 to 1   4 to 1
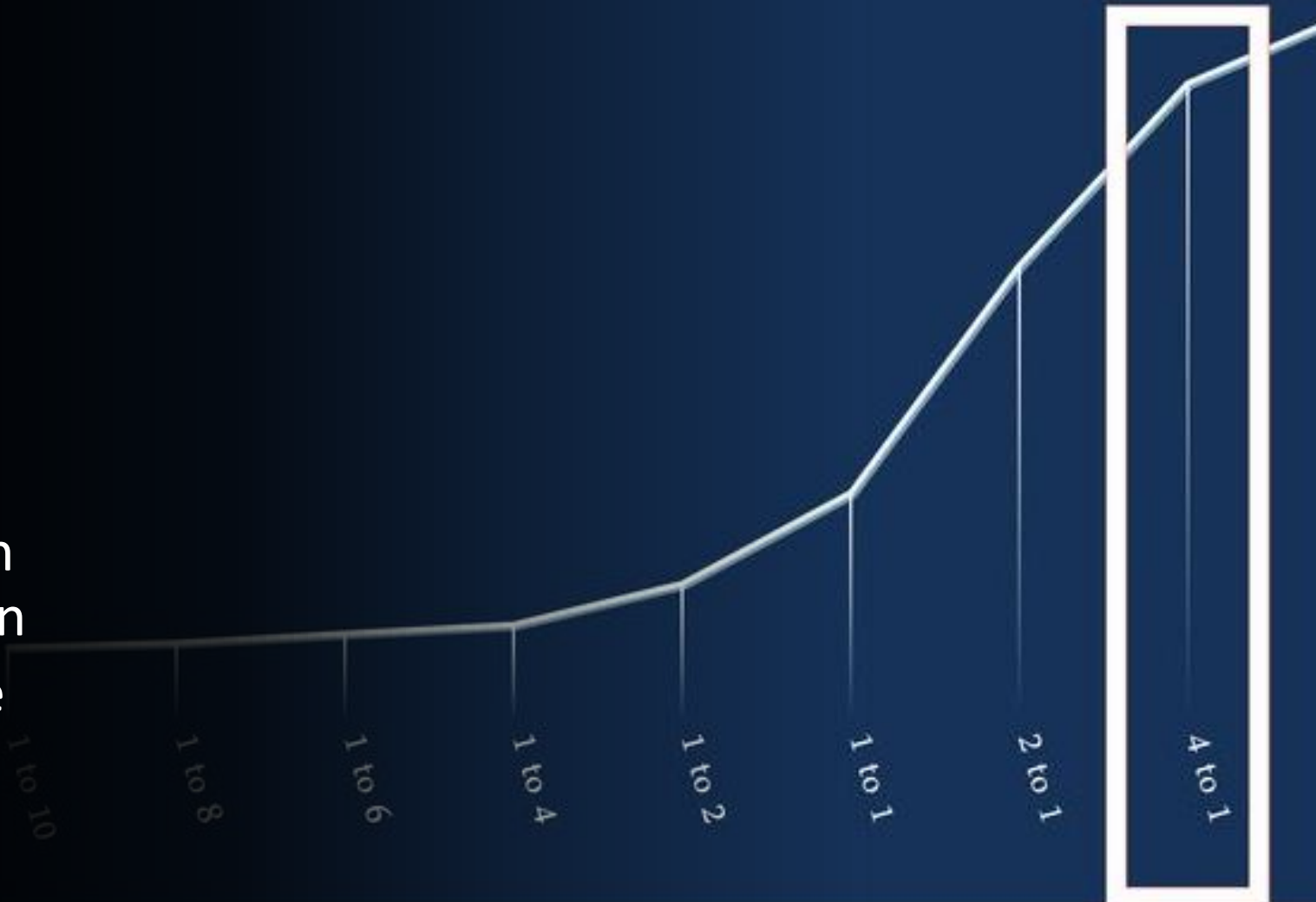
Praise vs. Affirmation

Praise affirms OUR *judgement* that a certain BEHAVIOR is worthy of attention

- Generates extrinsic motivation can lead to praise dependence
- Plays a role, especially early in behavior change process and with higher risk individuals
  - Individuals who are high need in Anti-Social Personality may not be able to change level of executive function but can develop habit learning

Affirmation affirms an inherent attribute of the person

- Generates hope and internal strength-based motivation
- Feels more personal and develops professional alliance
- Needs to be genuine and may be deep – encourages self-reflection and re-evaluation
- Encourages ongoing behavior change

Operant Conditioning

	Something **"Bad"** (aversive)	Something **"Good"** (rewarding)
Giving (positive)	Positive Punishment (behavior is weakened)	Positive Reinforcement (behavior is strengthened)
Taking Away (negative)	Negative Reinforcement (behavior is strengthened)	Negative Punishment (behavior is weakened)

Factors in Behavior Modification

Celerity (Swiftness)
- Time between behavior and reward

Certainty
- Ensured

Contingency
- Link between reward and specific behavior

Magnitude
- Size/Amount

Responsivity
- Individual Differences

Who Gets Rewards?

- Usually, lower risk clients get more rewards
  - This is NOT behavior modification
  - Lower risk clients can change behavior when rewards are given with less celerity, magnitude, and frequency
- High Risk clients NEED more
  - Increased celerity, certainty, contingency, magnitude

Low Risk	High Risk
	Anti-Social Personality
	Drug Dependence
	Temporal Discounting
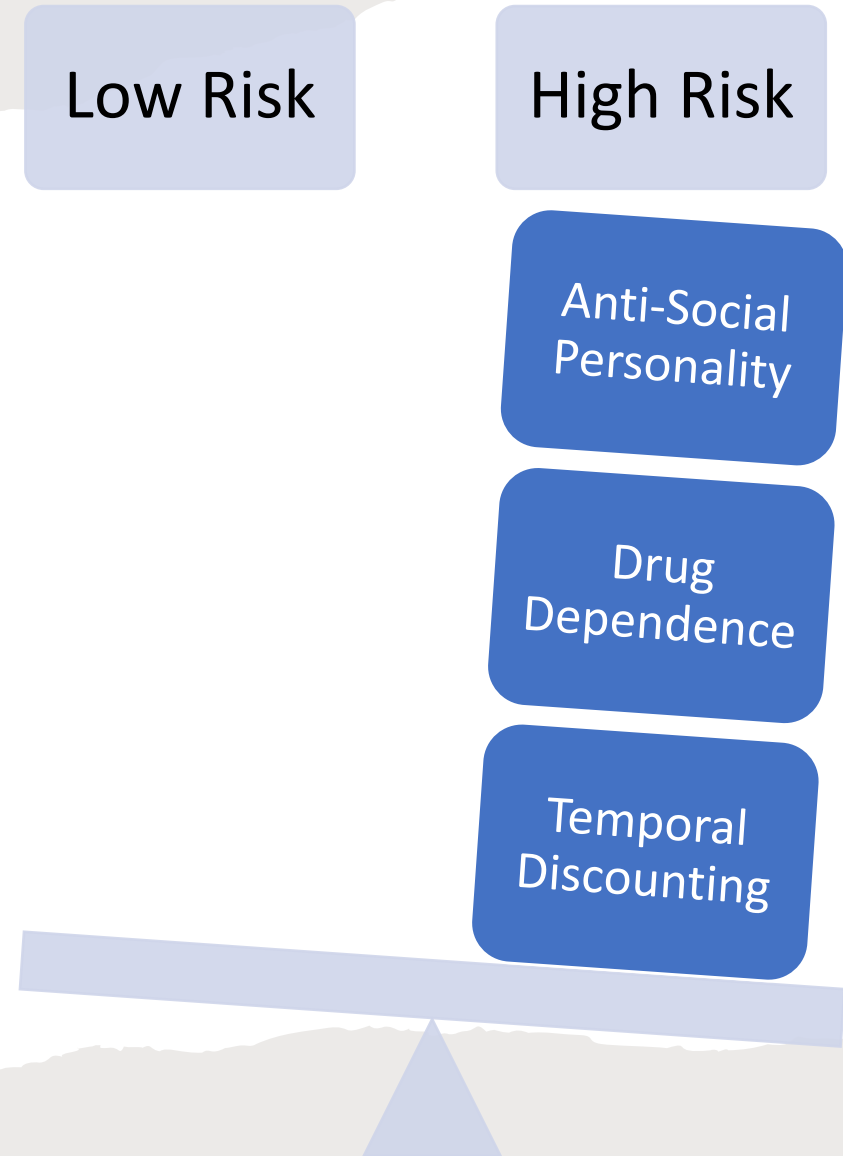
Proximal vs. Distal Goals

Distal Goal

Proximal Goal

- Proximal Goals should be linked to Distal Goals
- The higher a client's needs the less "distance" between proximal goals
- Goals should be explicitly stated, and proximal behaviors should be specifically rewarded (Contingency)

How you reinforce	Fixed	Begin behavior change
	Variable	After behavior change has been learned

When you reinforce	Ratio	**Number of desired behaviors**
	Interval	Amount of time displaying desired behaviors

Contingency: The more specific the behavior that is reinforced the more likely change will occur (especially for high-risk clients)

Reinforcement Schedules

Reward Planning

- In one study, there was over a 15% improvement in client success rates when case managers were trained in, and used, reward planning

- Define specific behaviors that "stack" toward distal goals

- Design rewards to meet client needs

- Adjust reward schedule as behaviors change

- Be intentional
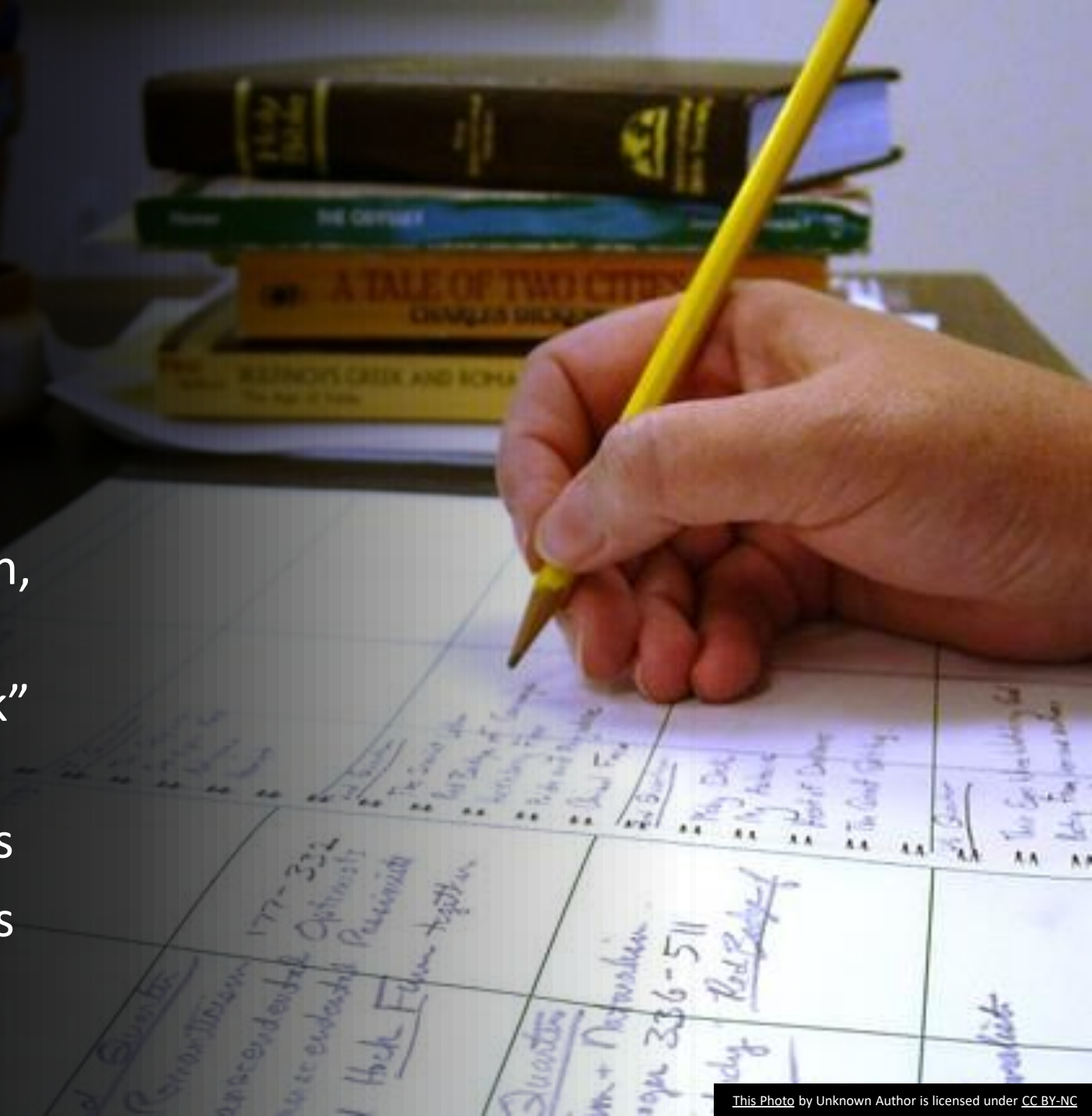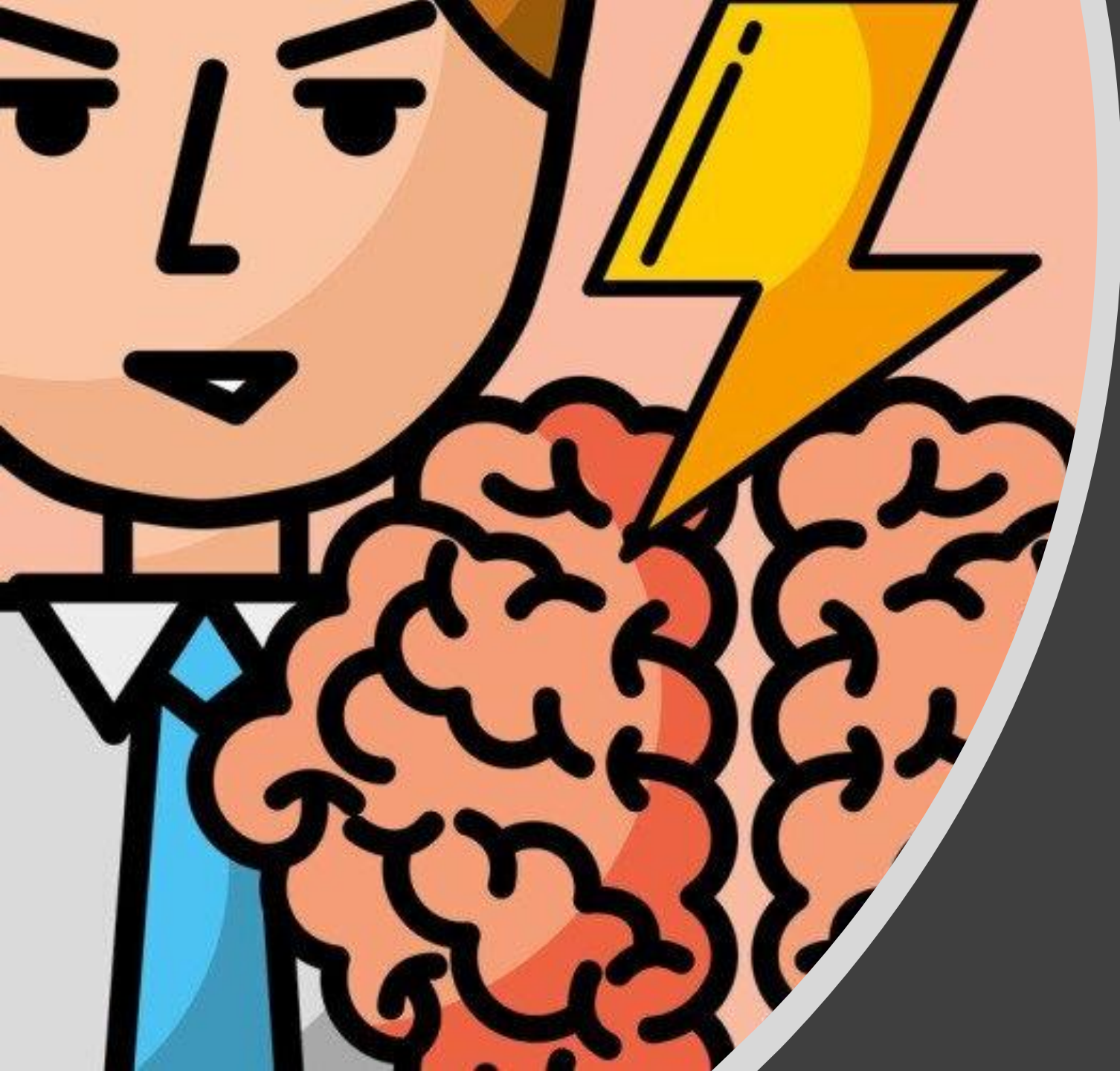
Objectives 2 & 3

- Participants will brainstorm and discuss ideas for rewards that can be utilized at the case management level

- Participants will consider rewards critically from multiple perspectives.

The Shoe

Negative Reinforcements

Rewarding clients by taking away something that is unpleasant

Some Thoughts on Negative Reinforcements

- Common examples are decreasing reporting schedule, decreasing frequency of UA or court
- Pros:
  - Easy
  - Generally free or even cost/time saving
  - Prepares clients for when they complete and have less support from the program
- Negatives:
  - May remove the features of treatment courts that result in success
  - Does removing something mean it wasn't necessary in the first place
- Outside the Box Idea: Clients doing well do not need to wait to have their case heard

Negative Reinforcement
1st Segment Instructions

- In your groups (or independently in chat) brainstorm ideas until the first-time warning is called
  - Get outside the box
 - Record every idea – no judgement of desirability or workability

Negative Reinforcement
2nd Segment - Workability

- Go through your list and give the following scores to each item on the list
  - Workability: would it be easy to implement, work with many if not most clients, be adaptable, etc.?
    - Rate from 0 (not workable) to 5 (very workable) by group consensus
  - Group Impression: how optimistic or excited is the group about the idea?
    - Rate from 0 (group does not like the idea) to 5 (group is really excited/optimistic about the idea)
  - Add the two scores so each item on your list gets a score from 0 to 10

Negative Reinforcement
3rd Segment - Externalities

- Externalities are unintended consequences

- In your groups, go through each of your top reward ideas

  - Are there risks that this reward could discourage the targeted change behavior?

  - Are there risks that this reward could encourage other anti-social or negative behavior or habits?

  - Are there risks that this reward could be abused, cheated, or gamed by clients or staff?

  - Are there risks that this reward could be perceived as unfair or inappropriate either by staff, clients, or stake holders?

- Consider if these answers change how you perceive your top reward ideas
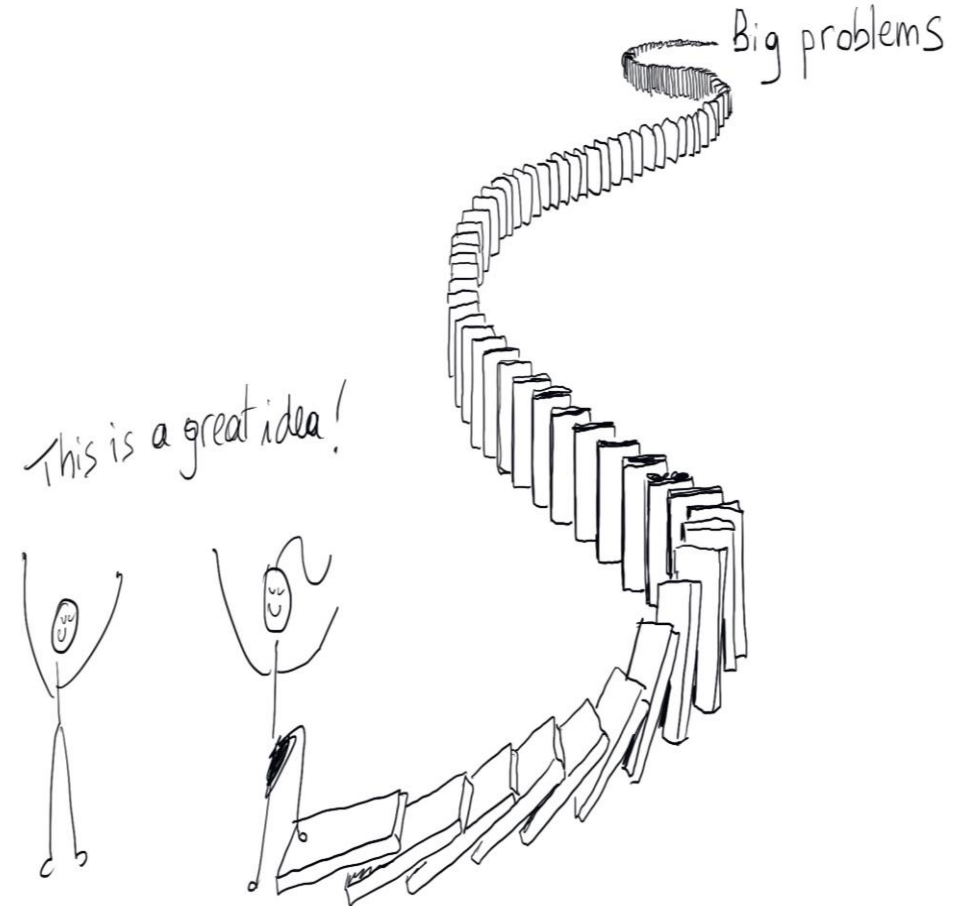
Negative Reinforcement 4th Segment

- Report Out
  - Each group should select their 2 best ideas
  - Each group should also select their most interesting idea (regardless of how good it is)
  - A spokesperson will report out to the full group

Positive Reinforcements - Community

Reinforcement that can come from or connect the client to their community (client's family or community at large)

Some Thoughts on Positive Community Reinforcements

- Possibly the most ignored form of reward
  - Letters of support to family or employer are common
- Pros:
  - Aligns with EBP #6: Engage Ongoing Community Supports
  - Social reinforcers are most impactful when delivered by important people in the client's life (this probably isn't you)
- Negatives:
  - Difficult to arrange, manage
  - Less control over delivery of rewards
- Outside the Box Idea: Peer Specialist arranges a monthly potluck party for clients who are doing well in the program that connects them with successful graduates

Positive Community Reinforcement
1st Segment Instructions

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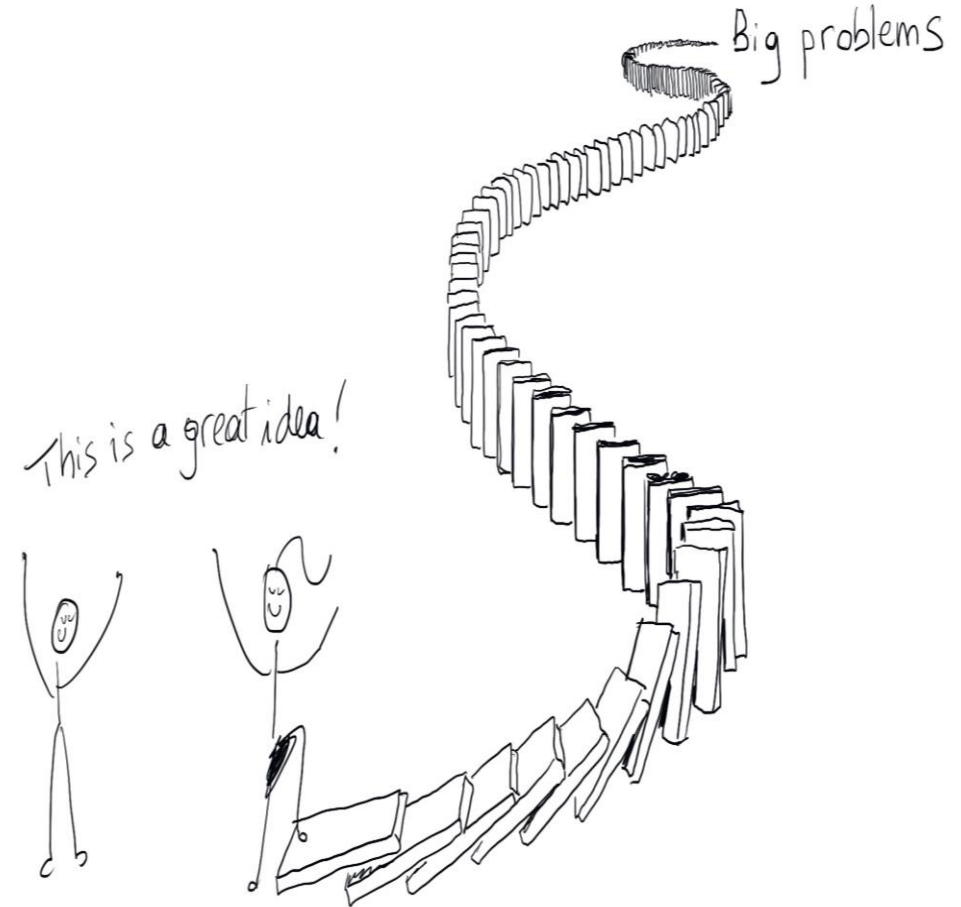 - Record every idea – no judgement of desirability or workability

Positive Community Reinforcement
2nd Segment - Workability

- Go through your list and give the following scores to each item on the list
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- Consider if these answers change how you perceive your top reward ideas

Big problems

This is a great idea!

Positive Community Reinforcements
4th Segment

- Report Out
  - Each group should select their 2 best ideas
  - Each group should also select their most interesting idea (regardless of how good it is)
  - A spokesperson will report out to the full group

Positive Reinforcements Non-Monetary

Rewards that don't cost any money

Some Thoughts on Non-Monetary Positive Reinforcements

- Praise is one of the most common forms
- Pros:
  - Don't cost agencies or case managers money
  - Lots of room for creativity
- Negatives:
  - May take time to prepare
- Outside the Box Ideas:
  - Paper cranes in Minnesota DTC
  - Hu Hut Gong

Non-Monetary Positive Reinforcements
1ˢᵗ Segment Instructions

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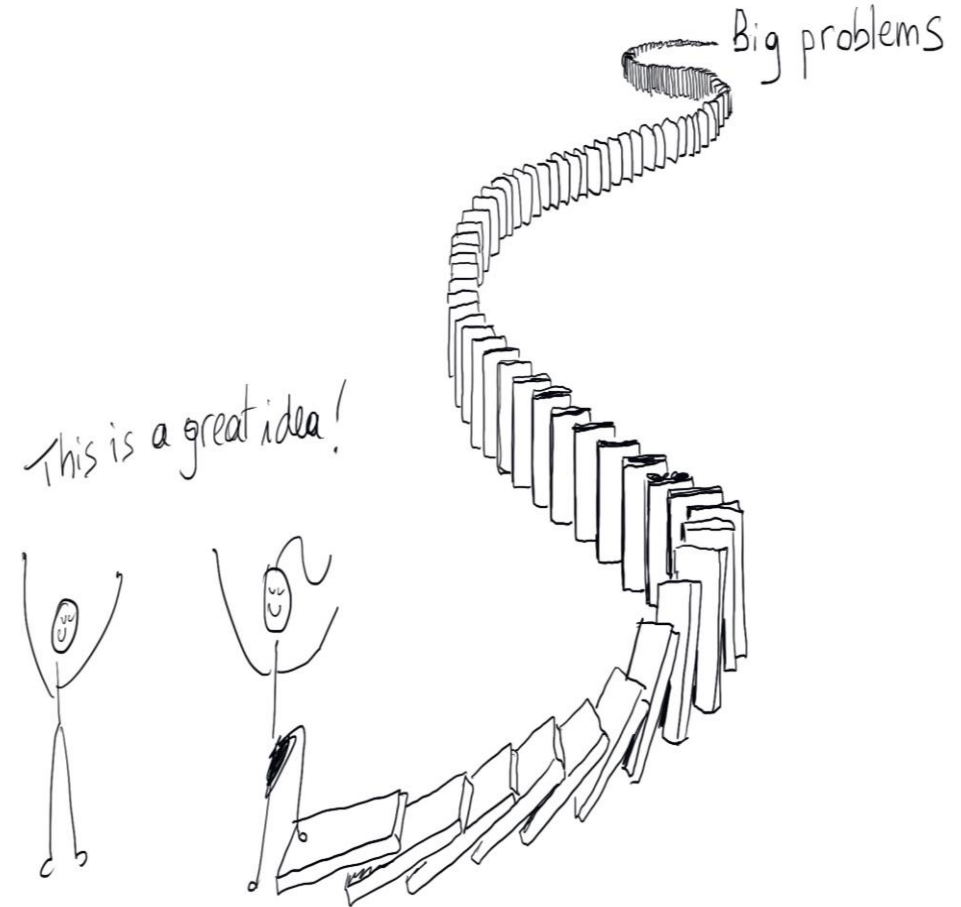
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4th Segment

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Roundup

- In your groups decide on
  - 1 thing you learned
  - 1 thing you want to remember
  - 1 reward idea you want to highlight
  - Pick a spokesperson to share-out

Contact Information

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