

2014 Jail Best Practices Award Official Entry Form

This form must be attached to all entries. Entrants must complete all sections for the entry to be considered complete. A copy of this official entry is available electronically at www.pacounties.org.

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Project Information

Title DVA Treatment Services Start Date July 1, 2013

Each application must be submitted with two signatures. Place appropriate signatures on two of the lines below:

[Signature] Chair of the Board of County Commissioners
[Signature] County Chief Executive Officer
[Signature] Chair of the county Prison Board

Program Narrative

A separate program narrative document must be attached to this form that answers the following questions in the order presented. This must be typed in a Word-document, Times New Roman, 10-point type.

- **Need:** a description of the identified need and the background including what programs were in place before the current project, if any, and how it led to this effort
- **Program/policies:** a description of how the project enhanced general operations programs/policies, treatment, and custody
- **Approach:** a description of the project, including any evidenced-based approaches to jail diversion, community involvement strategies, formation of stakeholder groups, county-wide planning strategies, etc.
- **Evaluation:** a brief description of how the project was evaluated and any lessons learned
- **Stakeholders:** a brief description of the community, including a description of key stakeholders, organizations, and county departments that were involved in the project
- **Processes:** a description of how the activities or processes utilized in this project were altered or will be continued based on experience, including plans for leveraging additional resources
- **Costs:** a description of any costs associated with the project and how it was funded; cost savings, if any and any change in community acceptance, reductions in insurance costs, or inspection improvements that resulted from the program

Scoring will be based on the elements as described above.

Please attach supporting documents, forms or other information that support the award entry. Entries must be received by close of business on February 14, 2014. Winners will be announced during the CCAP Spring Conference, March 23 - 25 2014. More information: Brinda Carroll Penyak, bpenyak@pacounties.org or (717) 526-1010.

Developing Best Practices: Inmate Remediation

Wayne County Correctional Facility

GETTING A LIFE:

A Path for the Substance Abuse Offender from Prison Cell to Freedom of Self

Need: In 2012, Wayne County President Judge Raymond Hamill noted a severe spike in drug related crimes in the County. Wayne County is a 6th class county, with one President Judge an integrated Human Services Department with a Single County Authority (SCA) for Drug & Alcohol Services. Judge Hamill concluded that many of those who came before him and who were ultimately remanded to the Wayne County Correctional facility were in that position as a direct result of their substance abuse. More discouraging, was that these offenders were often sentenced to the facility multiple times. The toll on these individuals, the community and the county court and prison systems was obvious in terms of social costs and dollars.

While the County has provided Drug and Alcohol intervention and education services through its SCA in the correctional facility, no clinical treatment for Drug & Alcohol was offered inside the walls of the prison. This was primarily due to budget constraints that affect all counties, and to the treatment licensing restraints and protocols. Judge Hamill's vision included help to offenders who were incarcerated as a direct result of their substance abuse while they are "a captive audience". Anticipated general outcomes were to provide (a) a path for offenders move to more healthy behavior; (b), tools with which the offender could more successfully reintegrate into the community; and (c) a reduction of recidivism among these offenders.

Program/Policies: In 2013, Wayne County initiated a program to provide substance abuse treatment in its correctional facility (WCCF). As a small rural county, with limited funding, this in itself was considerable undertaking. However, it is our philosophy and belief that the more quickly a person who is abusing drugs and alcohol becomes committed to sobriety and engaged in clinical treatment, the better his/her chances are to become healthy and productive.

To provide a greater opportunity for success by offenders, Wayne County added a critical this commitment and added a critical component to clinical treatment inside the walls of the prison, by coupling it with the opportunity for those offenders to receive follow-up and aftercare at their release. In this way there was a greater chance of success in re-integration into the community, and less recidivism. While the program has not been in operation for a year yet, it is working well and already appears to have the elements of being successful for offenders, the community, and the county.

The keys to success, thus far, of this project have been (a) the commitment of the Court; (b) the commitment of general fund dollars coupled with judicious use of some state funding, once offenders are released; (c) the willingness of discrete departments of the County to work closely and collegially together, and in partnership with a clinical partner who understands and appreciates the nuances of a county correctional facility, its culture and regulation; (c) the timely and comprehensive initial substance abuse evaluation inside the walls; (d) seamless transition of treatment inside the facility to treatment in the community; (d) the immediate referral of discharged

offenders to the County SCA's Certified Recovery Specialist (CRS), whose purpose is to follow-up with the released offender for a period of 3 to 6 months providing support, ongoing referral and benefits counseling, encouraging continued treatment and helping the offender to meet challenges and barriers, preventing his/her successful reintegration.

A contract to provide Intensive Outpatient Services within the Wayne County Correctional Facility was issued in May 2012 to The Carbon-Monroe-Pike Drug & Alcohol Commission (CMP). The implementation process began in July, 2013. During June and July 2013, referrals from the Correctional facility came into the Wayne County SCA, whose staff went to the facility and performed the D&A evaluations for referral to CMP. (Only coincidentally is the CMP Commission also one entity under contract to the Wayne County SCA to provide clinical Out-Patient D&A services in the Wayne County community, but that helped to assure the opportunity for a smooth transition to community treatment when an offender was released.)

The CPM contractor hired one full-time treatment specialist staff to provide this treatment service in the correctional facility. The specialist's maximum case load is capped at 25 persons at one time. Services include individual treatment sessions as well as group treatment. A key element to note is that treatment provided in the correctional facility is done so under the auspices of the treatment license held by the DDAP licensed CMP organization. Therefore, the county correctional facility did not require separate facility treatment licensing. Again, it was also serendipitous that the same provider was able to offer a choice of a most seamless transition to the treatment-receiving offender when being discharged to the community by simply transferring himself to the CMP Out-Patient community office.

The WCCF houses both male and female inmates as well as inmates from the Commonwealth's Department of Corrections and from other neighboring counties. The initial screening of inmates for entry into the Drug and Alcohol Clinical Treatment Program completed by the WCCF Director of Inmate Services based on an offender's expected length of stay at the WCCF, guidelines received from the Provider, and inmate "rankings" of priority. Wayne County resident inmates first considered for the program are chosen based on information gathered during intake procedures. The next group considered is those inmates sentenced through the Wayne County Court System. Finally, services are offered to others as case load allows. Those selected are referred by the Correctional facility to the Wayne County Drug and Alcohol Commission, whose staff performs a drug and alcohol evaluation in the prison, using a standardized DDAP tool. The result of the evaluation determines the depth and breadth of the inmate's addiction, his/her commitment to becoming sober, and treatment recommendation to be included in the clinical D&A treatment program.

Referrals from the SCA staff are then made to contracted treatment provider (CMP). Out Patient treatment is then delivered by a CMP treatment staff, in the form of individual therapy as well as group therapy for specified times and intervals. Actual clinical treatment began in August 2013.

Approach: President Judge Hamill convened a group of concerned County Department professionals to engage them in discussion of options, to solicit their input, and to generate consensus, enthusiasm and support.

We met for approximately 5 months exploring program options, resources and funding sources. The Committee worked to gather information, and continually played out different scenarios in an effort to anticipate "what ifs" and other challenges. Various team members worked on different aspects: fiscal considerations, clinical standards, licensing restrictions, staffing, process, legal, etc. Our planning resulted in a program initiative that provides: (a) professional clinical Drug and Alcohol evaluation completed by the SCA to those incarcerated; (b) clinical treatment in the facility by a Pennsylvania provider licensed through the Commonwealth's Department of Drug and Alcohol Programs (DDAP); (c) availability of seamless transition from treatment inside the facility, to continued community based-treatment; (d) pre-release support delivered in the facility by prison discharge specialists; (e) the establishment of a relationship with the inmate by the CRS PRIOR to his/her release; and (f) the continued

relationship immediately upon release, and follow-up of the released offender for a period of 3 to 6 months the community to assure the opportunity for greater success.

Consensus was reached to develop an RFP for clinical D&A treatment to be delivered in the Wayne County Correctional Facility, which would be funded partially by the Correctional Facility from inmate collections, and the balance to be committed from the County General Fund Budget by the Commissioners. The Chief Clerk developed county fiscal guidelines for use of the funding. Correctional Facility personnel, the Public Defender and Adult Probation worked to establish the target population priority guidelines, directing the referrals made to the County's SCA for evaluation, as that was its expertise. The Warden tutored us the culture and mandates of the Prison, The SCA researched and reviewed licensing provision and protocols, an RFP to secure a DDAP licensed clinical provider, incorporating elements of our work, was developed by the Human Services Department using practices and precedents for other human services contract provisions. It was submitted for review by all and also by the County solicitor. The RFP was published, and response was received and reviewed by the Human Services Department as well as the County solicitor. The work of the team members was continually shared with all team members along the way via e-mail, phone and personal consultations to keep the integrity and consistency of the project on track. The continual communication among us, introduced on-going review from different perspectives and, most important, the application of best practices from different clinical, program and administrative disciplines. This enabled us to put forth the most quality product we were able.

Evaluation: In general, an important consideration for all in the County is the possible correlation of potential outcomes, measurement and successes to sustainability - financially, socially, and clinically. Basic metrics for this program are now being tracked through the joint efforts of the Adult Probation and Drug & Alcohol Departments to determine program effectiveness. At present, these departments are tracking such things as continued engagement with treatment in the community, and with the CRS after discharge, progress notes, subsequent probation violations and the like. However, those Departments are also currently engaged in developing more in-depth metrics, gathering trending data and identifying other significant parameters. These will be shared and discussed with the planning team during this year.

Some expected outcomes include: (a) reduced recidivism as it pertains to drug/alcohol/substance abuse, as measured by tracking of those re-incarcerated (or not); (b) greater success in re-entry of the formerly incarcerated person into the community by providing former inmates a better footing to get sober and lead healthier lives as may be tracked by the number of individuals continue participation in treatment once released and move forward on a continuum of care, reaching sustained sobriety; (c) increased success within the community as relates to substance abuse as may be tracked by those who continue with CRS services, are committed to engagement with those services and are successfully are discharged.

From July 1, 2013 to Dec 31, 2013, 136 inmates have received licensed outpatient treatment services in Wayne County Prison 25 females and 111 males. There have been 212 units of individual treatment and 248 units of group treatment services provided to these inmates. All inmates whose case was in an active status upon release from jail were referred to the community for on-going treatment services and recovery support services.

While it is too early to measure outcomes, the results seem promising. The Director of Inmate Services at the Wayne County Correctional Facility reports receiving considerable positive feedback from inmates on the programming and the counselor. He also reports that upon his observation the inmates seem engaged and attentive in group, and really do appear to be gaining valuable knowledge and skills to prevent them from re-engaging in the behaviors that lead to their incarceration.

A client satisfaction survey will be developed to capture this information in written form along with establishing other outcome measures and tools for tracking said outcomes.

Stakeholders: The group consisted of the Court, the Commissioners, the District Attorney, The Sherriff, the Warden, Adult Probation, the Public Defender, the Chief Clerk, Human Services Director and the Single County Authority Administrator.

Processes: The D&A treatment programming at the WCCF is provided by Carbon Monroe Pike Drug and Alcohol which has been a licensed provider of outpatient and intensive outpatient drug and alcohol services in Wayne County for over 15 years. The philosophical approach used is based on the disease concept of addiction. This philosophy promotes the concept that addiction is a primary disease marked by the repetitive and compulsive use of any mood-altering drugs in such a way that it results in problems with some aspect of the person's life, be it their health, marriage, interpersonal relationships, career, education, legal, or some other life area.

Treatment goals and objectives will meet the client where they are based on the Stage of Change Model. An individualized Master Treatment Plan is developed by each client and his or her Drug and Alcohol Treatment Specialist, and is updated every sixty days for progress. Topics generally focused on in goal planning include education on the disease concept, recognition of the unmanageability that drug and alcohol use has had on one's life, coping skills, and relapse prevention. Other individualized goals will be added based on the data received in the Level of Care Assessment.

Drug and Alcohol Treatment at the WCCF is currently staffed by one F.T.E Drug and Alcohol Treatment Specialist who is providing licensed D&A outpatient services to include individual sessions for 1 hour units every other week and one 2.5 hour group a week for eight weeks. The length of stay in Outpatient Services is being estimated as 3 to 4 months. Drug and Alcohol Treatment Specialist is also providing Intensive Outpatient Services to include weekly 1 hour individual sessions and two 2.5 hour groups a week in a 10 week cycle. The total caseload for Treatment Specialist is 25 clients. The projected length of stay in treatment is 3-4 months which is an estimate derived from providing treatment based on a client's individualized treatment plan. However, there is no exact length of stay for outpatient, whereas intensive outpatient is a 10 week cycle with re-assessment based on the Pennsylvania Client Placement Criteria.

Before being placed into treatment, each inmate receives a comprehensive drug and alcohol evaluation provided by the professional staff of the Wayne County Drug and Alcohol Commission. The Commission Office provides jail-based D&A evaluations on a weekly basis, and utilizes Pennsylvania Client Placement Criteria (PCPC) criteria to ensure the most clinically appropriate level of care determination is made. Inmates may be referred for evaluation by the Director of Inmate Services at the Wayne County Correctional facility, the Judge, or Wayne County Probation/Parole. There are also D&A Intervention groups as a part of the drug and alcohol programming at WCCF. These groups are for individuals who do not meet criteria for any level of care, but would benefit from a drug and alcohol related intervention.

Because Carbon Monroe Pike Drug and Alcohol is also a licensed provider of outpatient and intensive outpatient drug and alcohol services contracted to the Wayne County SCA in the Wayne County community, a smooth transition can more easily be assured when an inmate who was receiving treatment in WCCF returns to the community and needs continued treatment. This transition piece is essential in ensuring continuity of care and giving the client the best chance at a successful recovery. Simply put, the program is designed so that a client can pick up in community-based treatment services where he/she left off with his correctional-based treatment services or the other way around if necessary).

Since the Wayne County Drug and Alcohol Commission (SCA) realizes that re-entry into the community from incarceration can be a volatile time in an individual's recovery, we offer additional support for this population through our recovery support services. Wayne County Drug and Alcohol Commission employs a full-time Certified Recovery Specialist (CSR), who helps a person in recovery deal with non-treatment, issues that may present barriers to a successful recovery. These can include issues with employment /school, housing, mental health, and medical

needs, transportation, assisting with finding a sponsor, information concerning support meetings. Some primary goals of the Certified Recovery Specialist, in addition to helping with non-treatment issues are to increase his/her retention in treatment programming, reduce recidivism and offer support and encouragement for a significant period of time in order to prevent relapse. Each client develops an Individualized Recovery Plan with the SCA's Certified Recovery Specialist to work on his/her own recovery objectives and goals.

Costs: The Contract issued is not to exceed \$ 57,000; \$ 20,000 funded through inmate collections and fees, balance from the General Fund. We continue to look for outside/grant funding and are working with both PCCD and our local CJAB to explore additional programs or expansion opportunities. We expect this service to decrease recidivism and to in the long-term reduce costs of treatment and incarceration costs. The County is committed to this program. The increase in drug use and related criminal activity is becoming more apparent across Wayne County. In order to effect change, we need the support of the entire community. As elected officials, the support needs to start with us to do whatever we can to help our citizens with this very serious situation.