Making Changes Work in the Criminal Justice System
Best Practices for Quality Improvement

July 12, 2023

Welcome and Introductions

Presenter

Linda Frazier, MA, RN, MCHES

- Principal Consultant and Director of Addictions Initiatives at Advocates for Human Potential (AHP).
    - More than 30 years working in public health and behavioral health services.
    - Experience in direct clinical service, operations management, contracting, and quality/process improvement.
- Certified NIATx process improvement coach with consultation expertise in criminal justice, primary care, and behavioral health service settings.

Presenter

Jen Christie, MCrim

- Senior Program Associate II at AHP.
  - Extensive expertise in applying evidence-based practices in criminal justice settings.
  - Training and technical assistance coach to grantees in 19 states.
- Involved in developing, advancing, and implementing policy changes that reduce recidivism and substance use and improve outcomes for individuals with behavioral health needs involved with the justice system.

BJA's
Comprehensive
Opioid, Stimulant,
and Substance Use
Program

Objectives

By the end of this webinar, you will be able to:

- Explain why systems change is crucial to improvement.
- Use key questions to inform initiation of systems change.
- Apply tools in determining where to start making changes.
- Describe rapid-cycle testing.

Where to Start

Getting to the Root Cause

- What is the problem?

- Why does this happen?

- Why?

- Why?

- Why?

- Why? ⬅ Address the answer to **this** question.

Focus the Team on Key Questions

What are we trying to accomplish?

How will we know that a change is improvement?

What changes can we make that will result in improvement?

Test – Adapt/Adopt/Abandon

Process improvement is one way of making change. It uses an incremental improvement process that leads to gradual improvement over time.

Focus the Team on Key Questions – Example

What are we trying to accomplish? ➤ Reduce the time from screening to admission.

How will we know that a change is improvement? ➤ Look at the time for each part of this process.
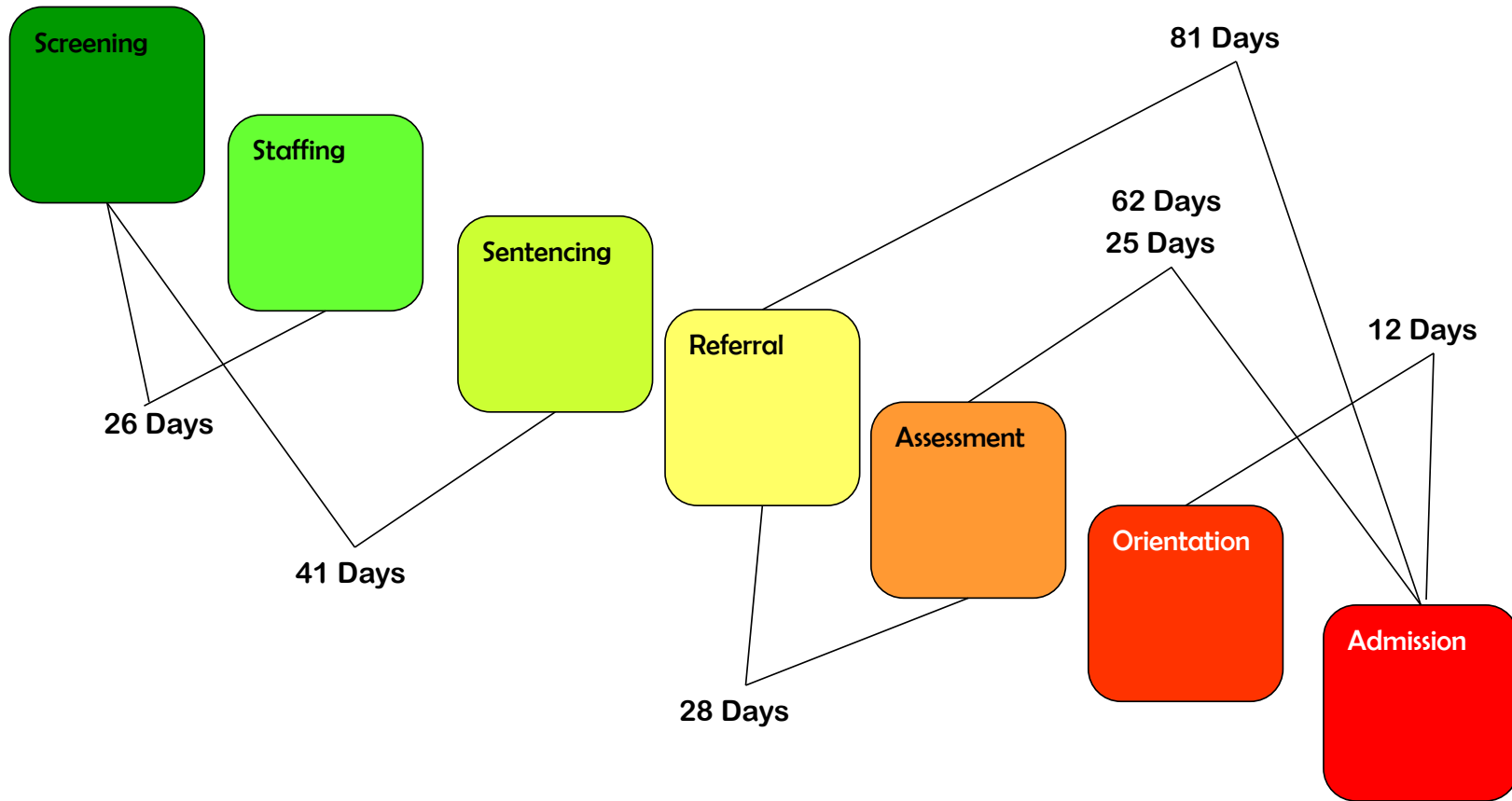
What changes can we make that will result in improvement? ➤ Identify which parts of the process can be shortened and adjust accordingly.

Test – Adapt/Adopt/Abandon

# Timeliness

Change Is Possible

- **Drug courts saw a 38% decrease in wait times.**
    - Next available appointment and open clinic schemes.
    - Better counselor and court staff communication.
    - Use of central scheduling software.

- **Wave two showed a 59% decrease in wait times.**
    - Reminder calls.
    - Clients screened at courthouse immediately following sentencing.
    - Revised paperwork.

(Linda Frazier, Public Health Connections International, 2012)

How to Test

Rapid-cycle Testing
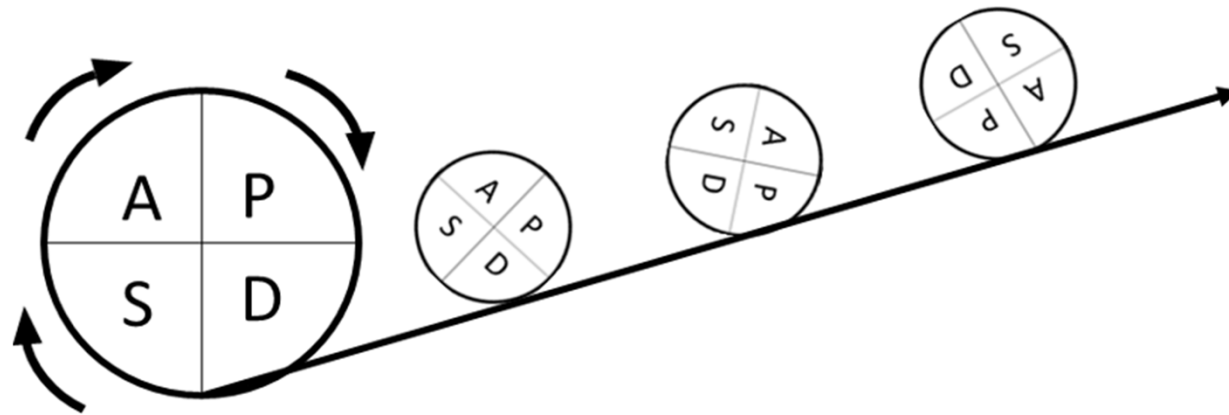
Multiple Plan-Do-Study-Act (PDSA) cycles + data analysis = Changes that result in improvement

PDSA Worksheet

01   **Plan:** Collect and measure data on who, what, and where.

02   **Do:** Run the PDSA test on a small scale and describe what happens.

03   **Study:** Analyze results, summarize learning, and reflect.

04   **Act:** Plan the next step or idea, and determine modifications (Adopt, Adapt, Abandon).

05   **Document** each PDSA cycle, and test changes with multiple cycles.

BJA's
Comprehensive
Opioid, Stimulant,
and Substance Use
Program

15

PDSA Worksheet

Cycle Step	Topic/Question	Answer
	Objective	
1. **Plan: Plan the test, including a plan for data collection**	Questions and Predictions	
	Who/What/Where/When	
	Plan for collecting data	
2. **Do: Run the test on a small scale**	Describe what happened. What data did you collect? What observations did you make?	
3. **Study: Analyze the results and compare them to your predictions**	Summarize and reflect on what you learned	
4. **Act: Based on what you learned from the test, make a plan for your next step.**	Determine what modifications you should make – adapt, adopt, or abandon	

Adapted from Institute for Healthcare Improvement (2017)

Project Planning Form

- Initiate planning.
- Identify drivers or key leverage points/opportunities.
- Define process measure and goal.
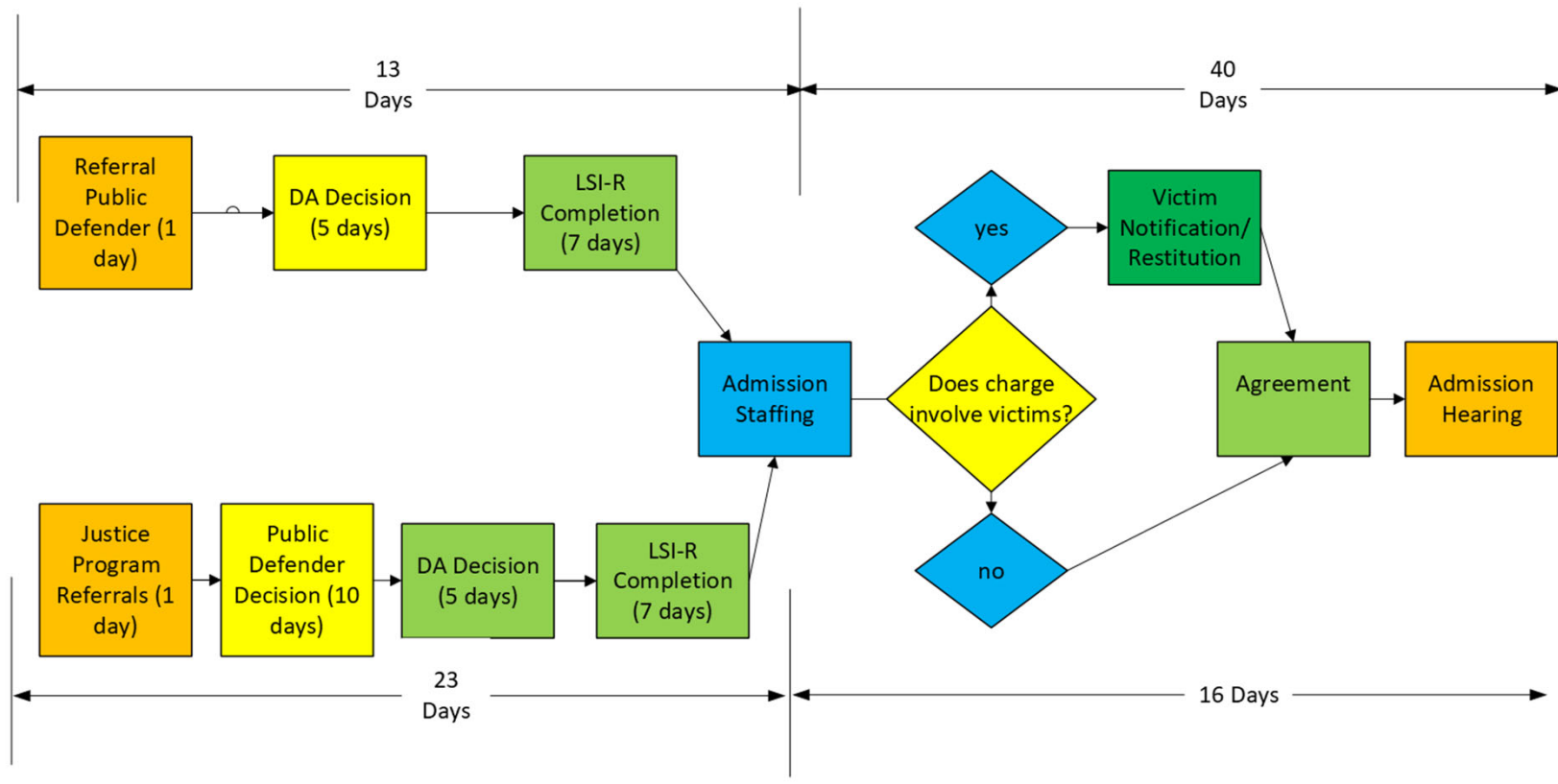
Project Planning Form (continued)

- Document specifics.
  - ✓ Change idea.
  - ✓ Tasks to prepare.
  - ✓ Person responsible.
  - ✓ PDSA details.
  - ✓ Timeline.
- Continually track changes over the life of the project.

BJA's
Comprehensive
Opioid, Stimulant,
and Substance Use
Program

18

Drug Court Example

Drug Treatment Court Flowchart

Post Implementation Results: Change Cycle #1

- **Aim**: Reduce the response time from defense attorneys indicating their interest in drug treatment court (DTC).

- **Change**: A client services specialist from the state public defender's office will also contact defense attorneys to obtain the response.

- **Result**:   Pre-change = 10 days (N=28)

                  Post-change = **1.6 days** (N=12)

- **Act**: Adopt the change.

Change Cycle #2

- **Aim**: Reduce the time to administer the Level of Service Inventory – Revised (LSI-R) for clients who are out of custody.

- **Change**: If the client does not respond, elicit help from the defense attorney.

- **Result**:   Pre-change = 9.1 days (N=38)

    Post-change = **3.3 days** (N=7)

- **Act**: Adopt the change.

Change Cycle #3

- **Aim**: Reduce the time between acceptance and admission for cases involving victims.

- **Change**: Victim/witness workers mail form letter to victims with clear guidelines as to when their input is required.

- **Result**:   Pre-change = 31 days (N=18)

    Post-change = **16 days** (N=14)

- **Act**: Adopt the change.

Days Saved by Change Cycle
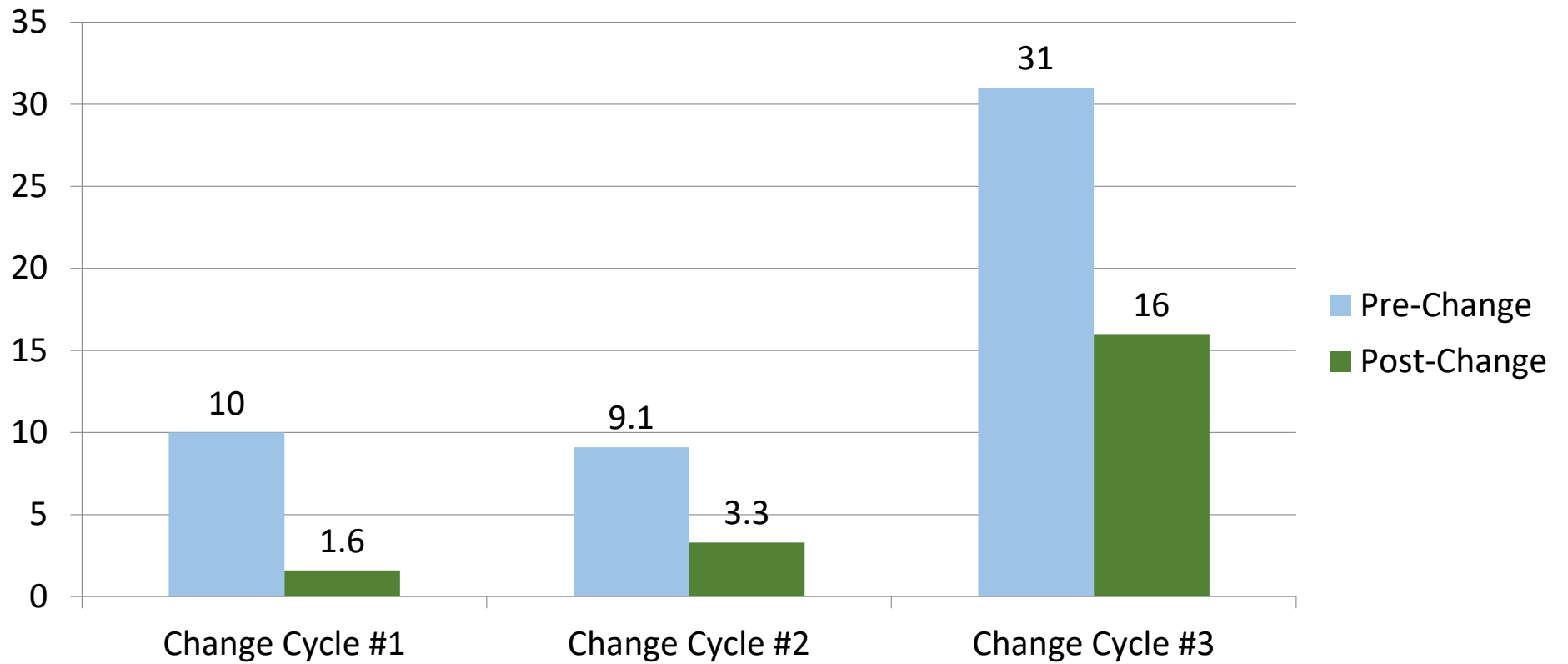
Medication-Assisted Treatment Example

Getting to the Root of the Problem

- **What is the problem?** Placing reentering citizens into recovery housing is difficult.

- **Why does this happen?** The community offers few options.

- **Why?** Most of the recovery housing options are abstinence-only and do not allow individuals to use medication for opioid use disorder (MOUD).

- **Why?** Recovery housing operators are not educated on how MOUD works.

Address the answer to **this** question.
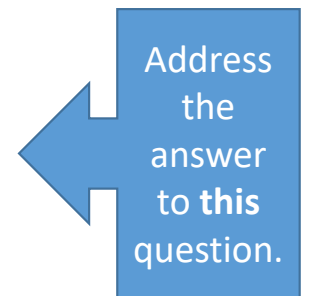
Focus on Key Questions

What are we trying to accomplish?

Placing individuals into recovery housing while on MOUD.

How will we know that a change is an improvement?

A larger proportion of individuals on MOUD are placed in recovery housing.

What changes can we make that will result in improvement?

Develop strong relationships with recovery houses and offer education regarding MOUD.

Test – Adapt/Adopt/Abandon

Post Implementation Results: Change Cycle #1

- **Aim**: Develop strong relationships with recovery houses and offer education regarding MOUD.

- **Change**: Develop and provide educational materials explaining MOUD to three recovery houses. Measure the percent of individuals receiving MOUD who are accepted to those houses.

- **Result**: One of the three houses accepted 50% more individuals with MOUD than in the past. One house had no change. One house refused to accept any individuals from the program

- **Act**: Adopt the change.

Determining the Next Change Cycle

- Adopt and maintain the change.
  - The aim remains consistent: Develop strong relationships with recovery houses and offer education regarding MOUD
- Determine why the change did not work for the other two houses.
- Return to the key questions:
  - What are we trying to accomplish?
  - How will we know that a change is an improvement?
  - What changes can we make that will result in improvement?
- Determine next change cycle and timeframe.
- Continue to measure and collect data.

Overcoming Barriers

- Shortly after the recovery house started taking more clients, one of their clinical staff was injured and required an extended leave of absence.

  - This created a barrier as the house was not able to deliver all required services to the clients.

- In order to overcome this barrier, the jail and other recovery houses signed a short-term memorandum of understanding to allow staff to offer tele-behavioral health during the absence.

Critical Partnerships

Working with Key Stakeholders

BJA's
Comprehensive
Opioid, Stimulant,
and Substance Use
Program

Partnerships

- Collaborate with relevant partners to foster change.
  - If possible, engage stakeholders to assist with the change.
- Every change will have a ripple effect.
  - When considering changes, inform and elicit feedback from all appropriate stakeholders.

Understanding Customers and Stakeholders

Understand your customers and stakeholders.

- Identify customers/key stakeholders.
    - Customers and key stakeholders can be internal and external.
- Engage customers/key stakeholders.
- Integrate the voice of customers/key stakeholders.

Questions to Ask About Partnerships

- How is your partnership now?
- What hinderances are under your control?
- What can you do to improve the situation?
- How would you and the other group benefit from this partnership?

BJA's
Comprehensive
Opioid, Stimulant,
and Substance Use
Program

Summary

- Changes should be purposeful, aimed at the origin of a problem rather than at a symptom of the problem.

- Implementing change using the PDSA model allows data-driven decision-making to ensure best choices.

- Incorporating partners in thoughtful and meaningful ways helps to implement and sustain change.

References

- Institute for Healthcare Improvement. 2017. *QI Essentials Toolkit*, retrieved May 31, 2023 from https://www.ihi.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx.

Questions?

Contact Information

Jennifer Christie, MCrim

Senior Program Associate II
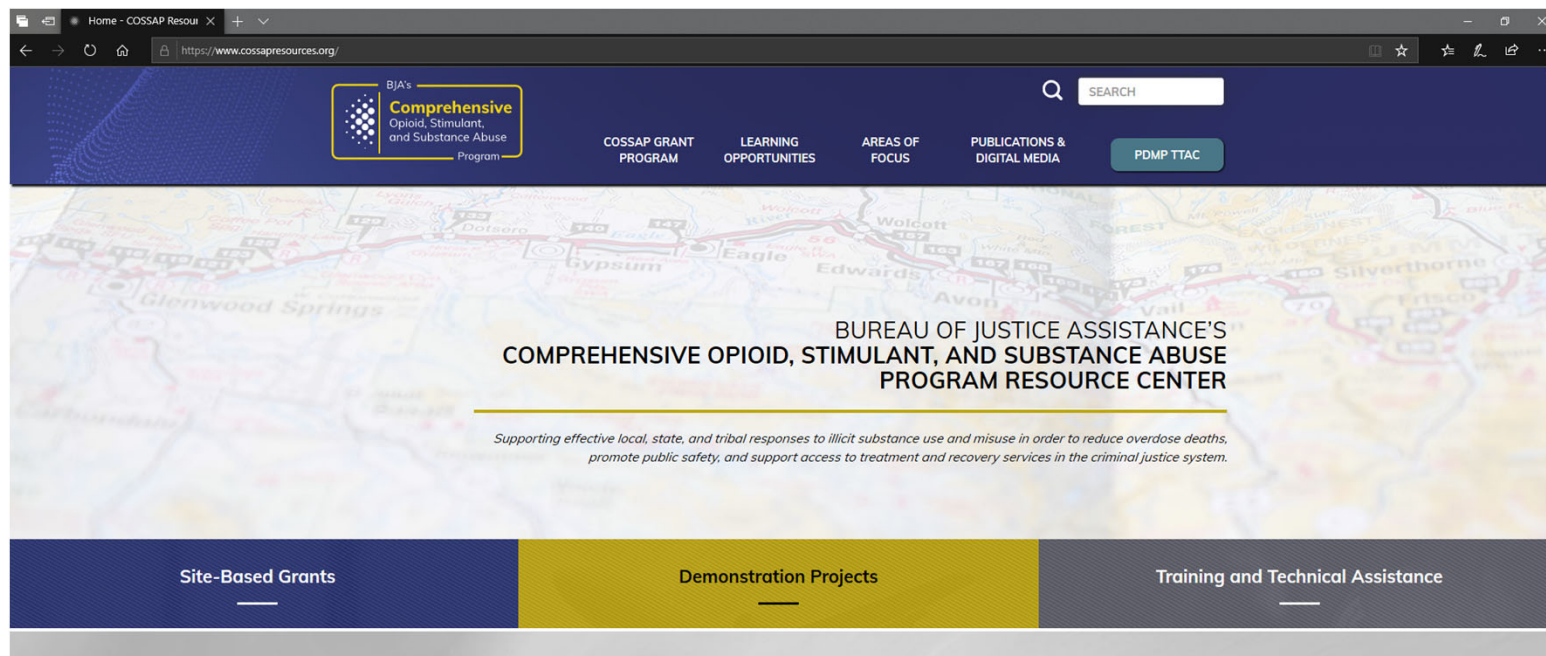
Advocates for Human Potential, Inc.

jchristie@ahpnet.com

Linda Frazier, MA, RN, MCHES

Principal Consultant and Director of Addictions Initiatives
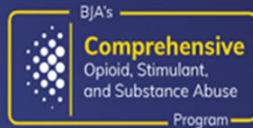
Advocates for Human Potential, Inc.

lfrazier@ahpnet.com

Bureau of Justice Assistance's
Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) Resource Center

www.cossapresources.org

https://cossapresources.org/Program/TTA

If you are interested in requesting training and technical assistance, please complete the form at https://www.cossapresources.org/Program/TTA

COSSUP Resources

Tailored Assistance—The COSSUP training and technical assistance (TTA) program offers a variety of learning opportunities and assistance to support local, tribal, and state organizations, stakeholders, and projects in building and sustaining multidisciplinary responses to the nation's substance abuse crisis. ***You do not need to be a COSSUP grantee to request support***. TTAs are provided in a variety of formats, including virtual and in-person training events, workshop and meeting presentations, and online resources. Request TTA to support your activities at https://cossapresources.org/Program/TTA/Request.

Funding Opportunities—Current COSSUP and complementary funding opportunities are shared at https://www.cossapresources.org/Program/Applying.

Join the COSSUP community! Send a note to COSSUP@iir.com with the subject line "Add Me" and include your contact information. We'll be happy to ensure you receive the latest-and-greatest COSSUP opportunities, resources, and updates.