

Evidence-Based Practices in Maine: Successes and Challenges to Implementation

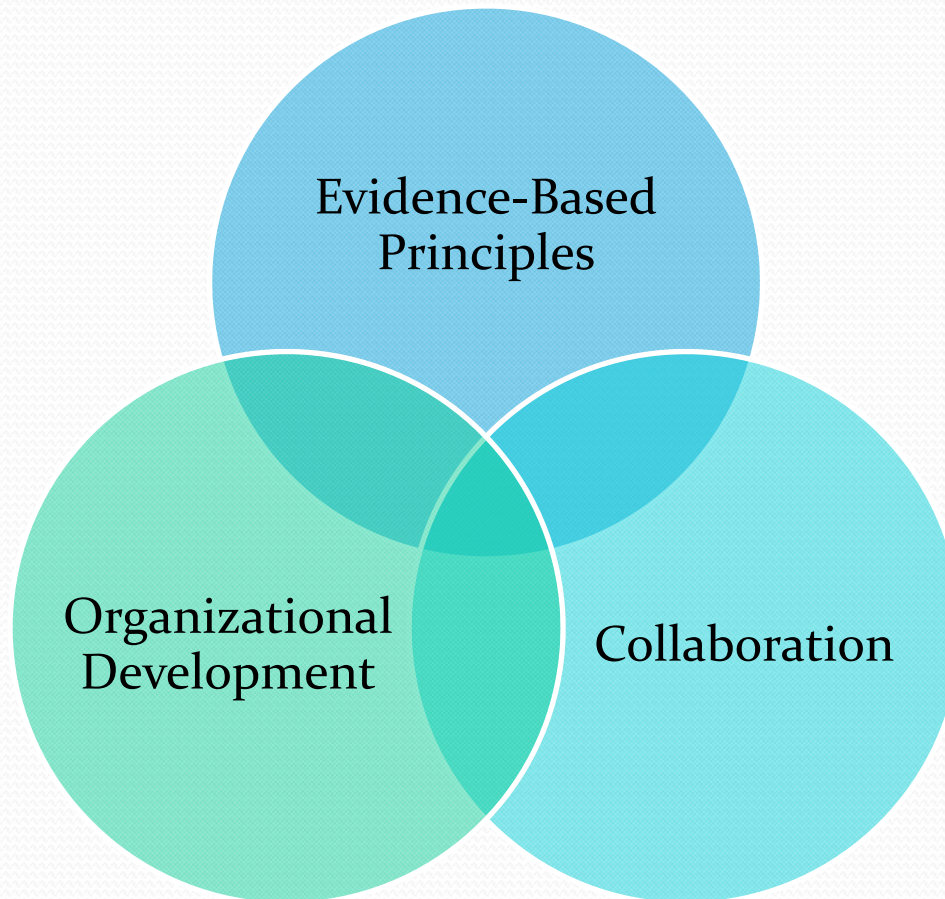
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Background

- The project model developed by NIC emphasized maintenance of an equal and integrated focus on three domains during implementation:
 1. Evidence based principles (EBP)
 2. Organizational Development
 3. Collaboration

An Integrated Model



Evidence Based Principles

- 8 principles of effective intervention guide the EBP process:
 - Assess Actuarial Risk/Needs
 - Enhance Intrinsic Motivation
 - Target Interventions
 - Skill Training with Directed Practice

Evidence Based Principles Cont'd

- 8 principles of effective intervention guide the EBP process:
 - Increase Positive Reinforcement
 - Engage Ongoing Support in Natural Communities
 - Measure Relevant Processes/Practices
 - Provide Measurement Feedback

Organizational Development

- Assess and Develop a Leadership Capacity
- Create and Communicate Vision
- Manage Change
- Develop Infrastructure

Collaboration

- Including the Right People / Agencies
- Developing Sufficient Structure
- Investing the Right Amount of Resources and Effort to Sustain Collaboration

Methodology

The four components of the case study research include:

1. **Conduct document review**, examine policy changes implemented by MDOC during the EBP project implementation period (2004-2007)
2. **Conduct key informant interviews** with MDOC staff
3. **Analyze intermediate measures** tracking the completion rate of specific evidence based management practices (quantitative analysis)
4. **Observe current climate** to determine how extensively the implementation model is applied by probation officers and mid-level staff.

MDOC Revises its Mission

- Upon selection for the pilot program, MDOC revised its mission statement to better align with EBP:
 - “The mission of the Department of Corrections is to reduce the likelihood that juvenile and adult offenders will re-offend, by providing practices, programs and services which are evidence-based and which hold the offenders accountable.”

1. Review of Policy Innovations during NIC Model Implementation

- Types of Changes:

- Sentencing

- Administrative

- Training

Sentencing

In 2005, LD 1903 was passed which eliminated most misdemeanor offenses, except domestic violence and multiple OUI offenses, from eligibility for probation.

In 2006, DOC decided to substantially narrow the range of moderate risk on the on the LSI-R to a score of 21-25.

Administrative

In 2005, the department hired four Assistant Regional Correctional Administrators (ARCAs) (2005)

New positions were created for Corrections Resource Coordinators (CRCs) (2005).

An Internal Policy Committee was created (2005).

Training

In September 2005, the first Probation Officer Training Academy was held

Iowa DOC also trained several of Maine's probation officers from each region in case planning (2005).

Quality assurance teams held follow-up case planning coaching groups for the months following the training (2006).

2. Interviews with Key Informants

Following the completion of the NIC project, research staff conducted interviews with key informants to gauge the success of the program and identify areas for improvement.

- MDOC administrators
- MDOC managers
- key project stakeholders (N=12)

Interview Responses: EBP

- As a result of putting greater focus on EBP, MDOC has noticed significant improvement in the ways their officers now deal with offenders.
 - Supervision results have improved, as EBP has helped make clear what supervisors should be looking for.
 - Management has improved, as offenders are now being monitored based on risk.
 - Use of the LSI-R has also improved.

Interview Responses:

Organizational Development

- Decisions are now being made with an emphasis on reducing recidivism.
- Probation officers have developed a more organized approach towards assessing offenders and writing case plans.
- Increased reliance on graduated sanctions over jail time.
- Probation Officers are now treating offenders as human beings with issues and behaviors that they need to be held accountable for.

Interview Responses: Collaboration

- Mental health and substance abuse treatment partners incorporated EBP
- More collaboration needs to take place with the district attorneys
- There is a disconnect between institutional corrections and community corrections about EBP

Interview Responses: Successes

- Key informants identified project successes as:
 - High quality of training: LSI and Motivational Interviewing Techniques.
 - NIC project helped “define the mission”.
 - Good communication between NIC and MDOC.
 - NIC provided new ideas to “break the cycle of recidivism”.

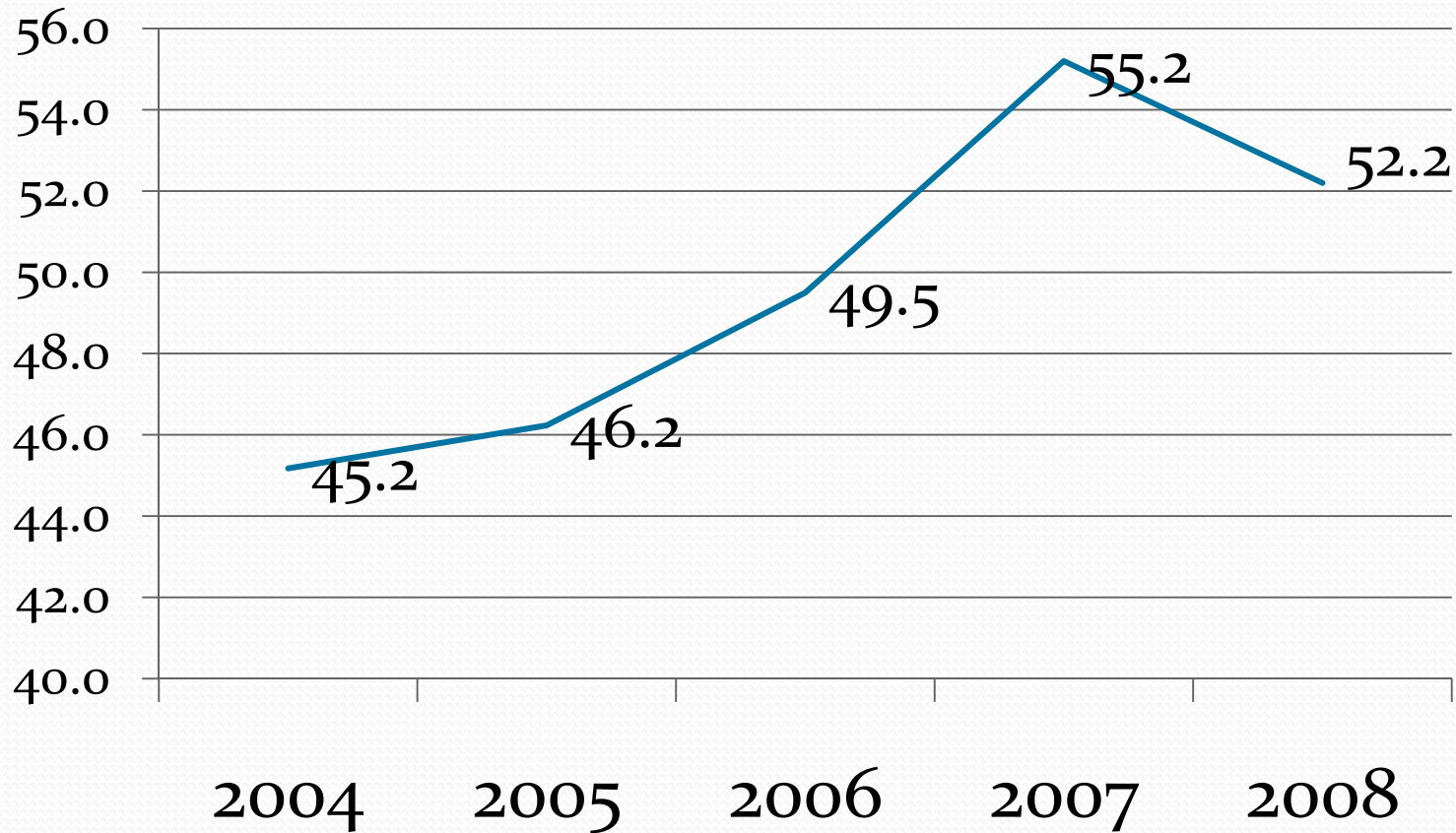
Interview Responses: Areas to Improve

- Key informants identified several areas needing improvement:
 - Failed to successfully collaborate with many in the judiciary and district attorneys offices.
 - Too much focus on getting very specific things accomplished, and the broader objectives were lost.
 - Concern with the lack of resources available in the community.

3. Analysis of Intermediate Measures

- The Muskie School conducted quantitative analysis of the following intermediate measures (2004 – 2008):
 - LSI-R Assessments within 60 days of entering probation
 - LSI-R Re-Assessments within one year
 - Gain Score increase
 - High & Max Cases with Case Plans
 - Case Plans – 3 or More Domains Targeted

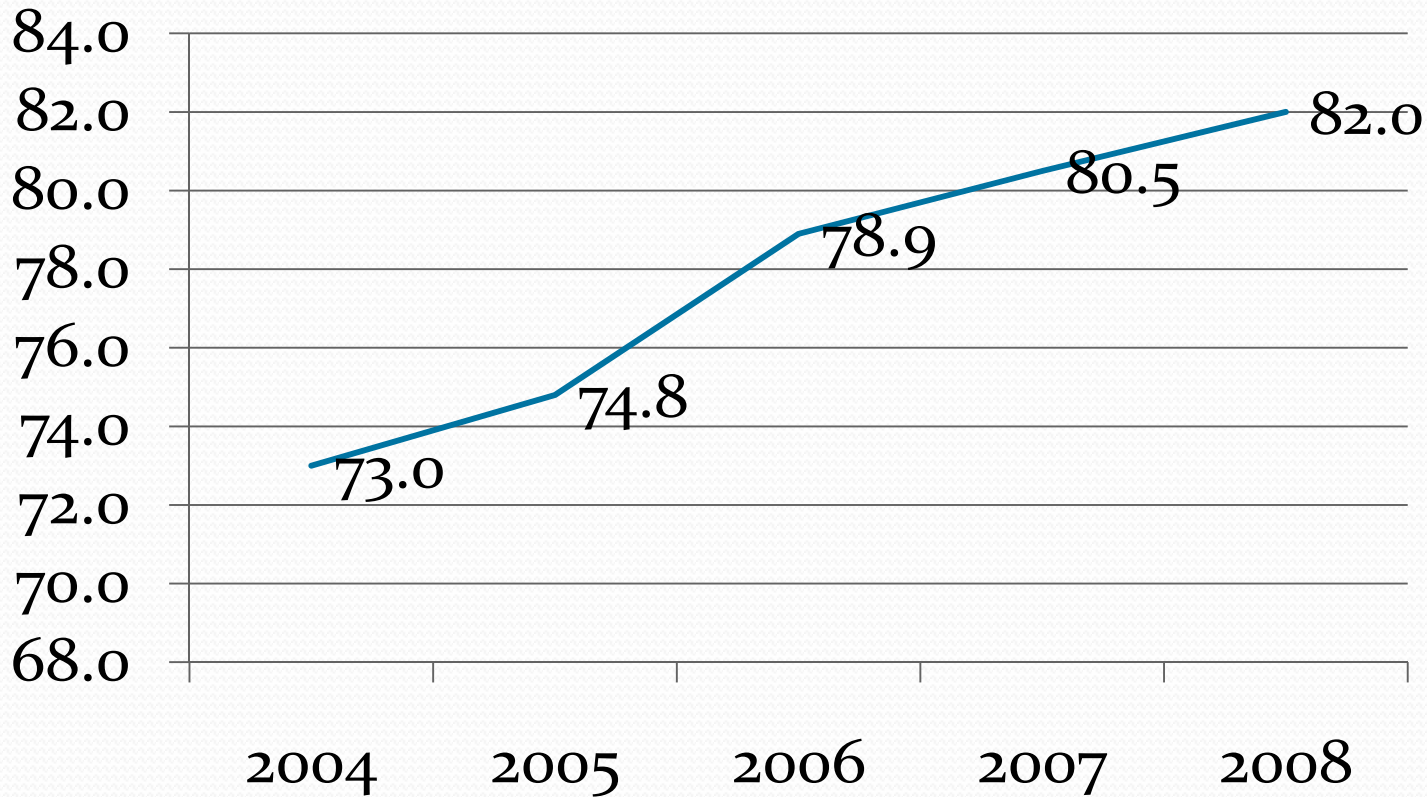
Intermediate Measures: LSI-R Assessments within 60 days of entering probation



Excluding individuals arrested in first 60 days without a LSI-R



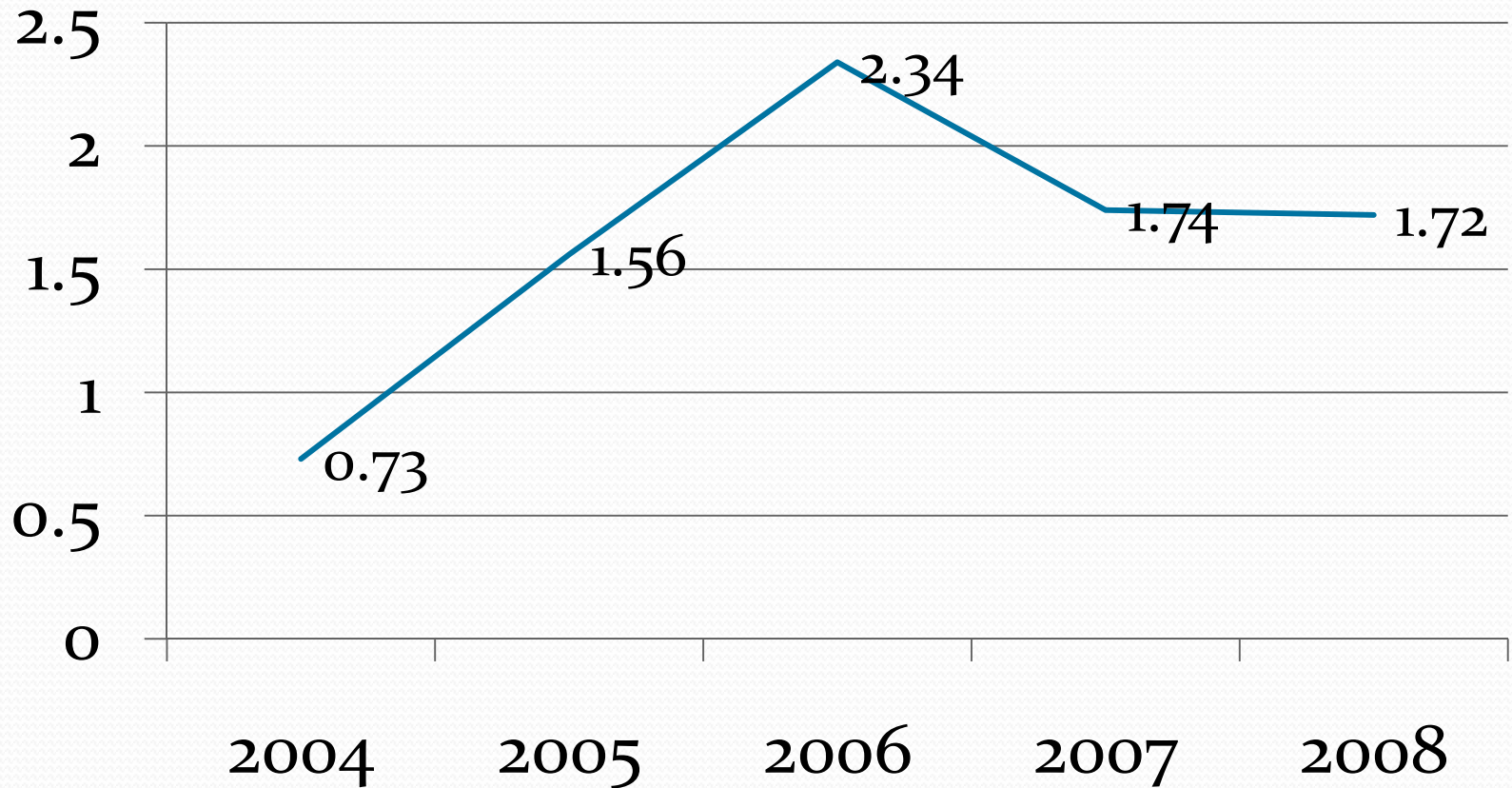
Intermediate Measures: LSI-R Re-Assessments current (within 1 year)



Excluding individuals assessed as “Administrative” and those without an initial LSI-R



Intermediate Measures: Gain Score Change

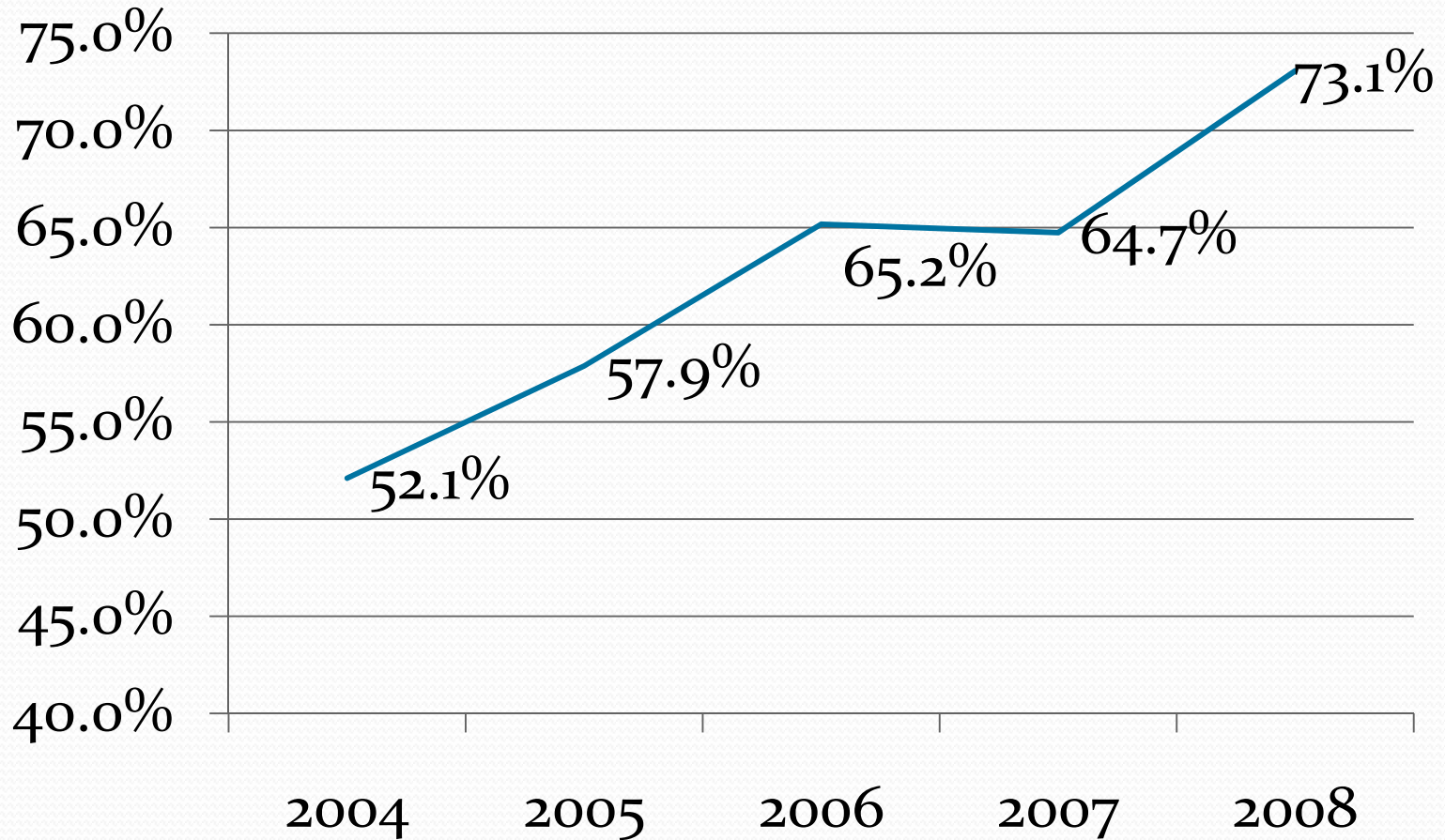


Excluding Administrative Cases

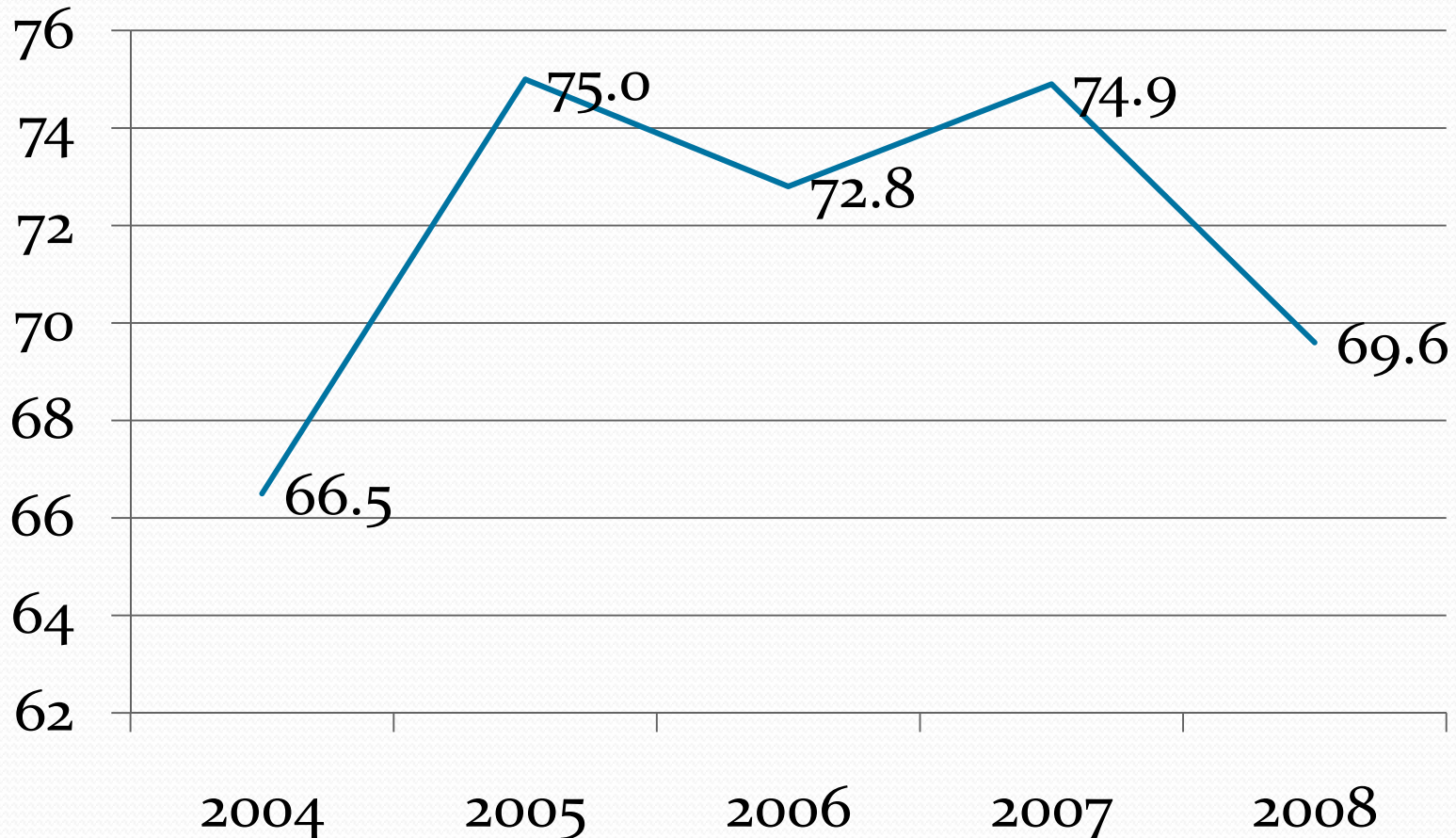


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Intermediate Measures: Percent of High and Maximum Cases receiving Case Plans



Intermediate Measures: Percent of Case Plans with 3 or more domains targeted



High/Maximums cases with a case plan



Intermediate Measures: Pre and Post Implementation

Intermediate Measure	Implementation (2004-2006)	Post Implementation (2007-2008)
LSI-R Assessments within 60 days of entering probation	46.7	53.7
LSI-R Re-Assessments current	75.5	81.2
Gain Score Change	1.44	1.73
Percent of High and Maximum Cases receiving Case Plans	58.3	68.8
Percent of Case Plans with 3 or more domains targeted	71.4	72.3

4. Observations of Current Climate (2010)

- Research staff interviewed and observed probation officers (N=10) at three locations to assess current climate and context of EBP implementation.

Interviews of Probation Officers

- Probation officers in office have found the LSI-R to be a helpful tool in managing offenders
- Two of the issues raised in implementing EBP were:
 - the lack of support staff
 - high caseloads.
- Officers felt they had sufficient substance abuse and sex offender counseling in their area
 - but they admitted they didn't know which ones were producing improved outcomes for their clients.

Interviews with Probation Officers (continued)

- Appropriate services (responsivity factor) are needed, but the officers in one region identify a climate of poor resources.
- Officers said they received MI training during the year at staff meetings

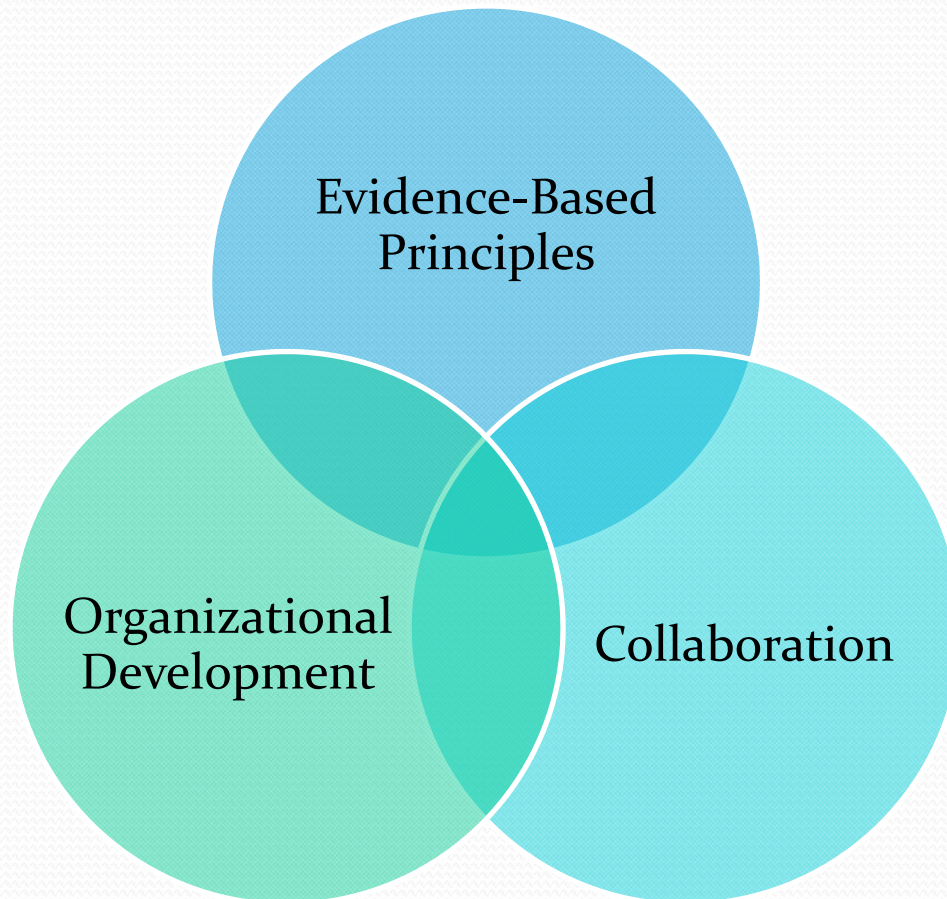
Interviews with Probation Officers (continued)

- Tension existed between understanding EBP model and real world implementation challenges.
 - “I can’t make a difference with a theory. I need something tangible.” (i.e. housing, treatment, psych evaluation)
 - “MDOC’s priorities are with saving money and not on the officer. Moving toward a micro-management situation. I’m worried that we are losing officer discretion with EBP.”

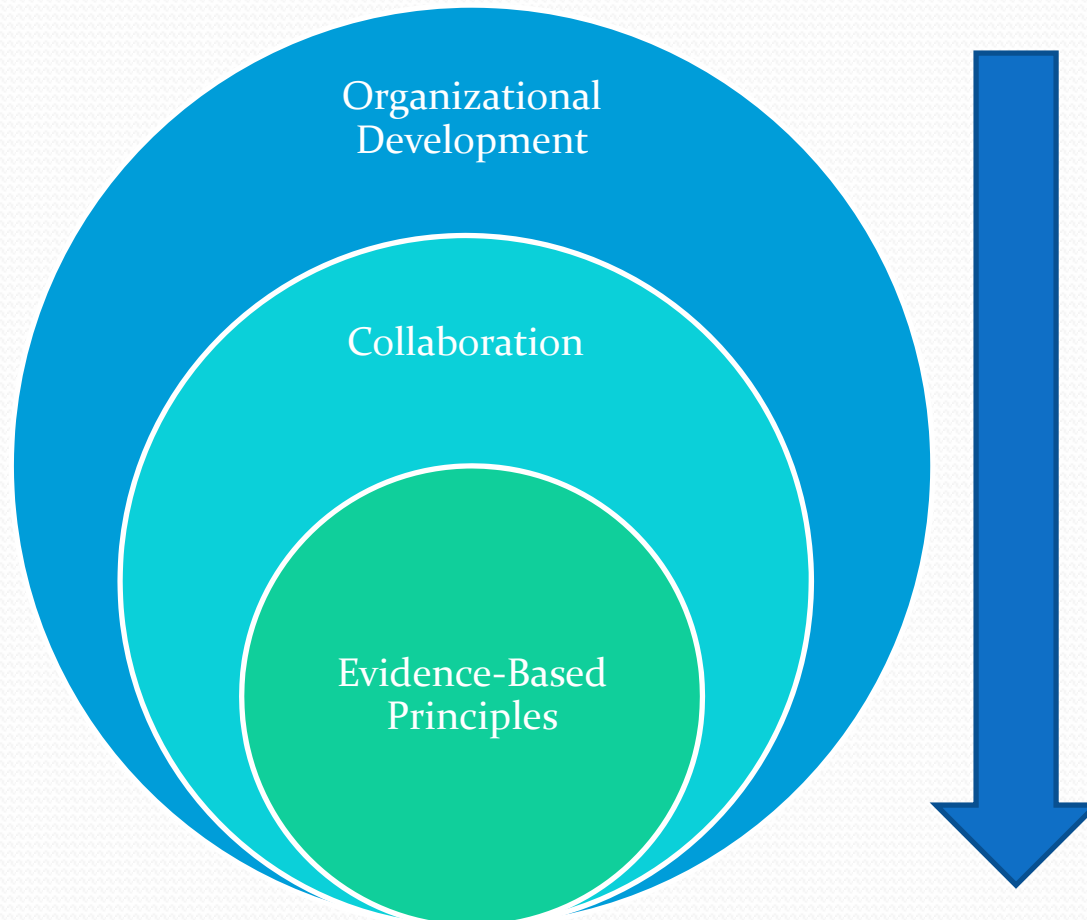
Preliminary Summary Findings

- Successes
 - Risk Principle
 - Language of EBP
- Challenges
 - Sustainability issues
 - Lack of resources
 - Collaboration beyond DOC is uneven

Moving away from an Integrated Model of Implementation...



To a stacked model



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Outcome Measures: One year revocation rate (for new crime)

LSI-R Score	Supervision intensity	Implementation (2004-2006)	Post Implementation (2007-2008)
0-13	Decreased	10.0%	9.1%
14-20	Decreased	17.1%	16.7%
21-25	No change	24.8%	27.8%
26-31	Higher	34.0%	35.5%
32-40	Higher	41.2%	44.5%
41-53	Higher	45.7%	60.0%

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