

The Chronicle

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MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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A Force for Positive
CHANGE.

Happy Holidays!



It's the most wonderful time of the year... seasonal music and décor, holiday greetings, parties, gatherings with our closest family and friends, gift-giving, and celebration of miracles. Groups throughout the department are setting aside time to celebrate and laugh with co-workers. It's a time of good cheer.

The holiday season brings a swell of goodwill. It is our tradition to reach out with kind acts and charitable giving to spread holiday cheer and assist those who have been less fortunate this year. We recognize the freedoms we enjoy and the sacrifices of our military service members to preserve them. Hope is renewed for a better world and peace on earth.

During this happiest of seasons, I wish you well. Enjoy your family and friends. Celebrate life. May your holidays be joyous and safe! ☺

The Chronicle
Adult Probation
Department
620 W. Jackson
Phoenix, AZ 85003

(602) 506-3516
(Phone)

(602) 506-5952
(Fax)



A Conceptual Model for Evidence-Based Correctional Treatment

By: Cathy Wyse

Multi-disciplinary collaboration between criminal justice and behavioral health treatment is critical to achieving the community corrections goals of reducing risk and enhancing public safety. A high percentage of offenders have underlying behavioral health conditions, such as substance abuse and mental illness. In fact, nearly 50% of probation sentences include court-ordered alcohol or drug treatment. Research has conclusively demonstrated that behavioral health disorders are treatable and that treatment reduces recidivism. We rely on experts in substance abuse, mental health, sex offender treatment, and other areas to provide appropriate services for offender rehabilitation. Through effective collaboration, improved outcomes are achievable.

While collaboration between community corrections professionals and behavioral health professionals is critically important, interactions can be uneasy and misunderstandings occur. The two fields have differences in philosophical approach, conceptual framework, and the way evidence-based practice (EBP) is defined. These differences impact perspectives and decisions in many areas, including confidentiality, informed consent, and assessment of client progress. The table below summarizes a few of the differences between behavioral health and community corrections.

Table 1. Some Differences Between the Behavioral Health and Community Corrections Fields

	<i>Behavioral Health</i>	<i>Community Corrections</i>
Orientation	Client's needs; alleviation of individual suffering	Public safety; reduction of risk
Focus	Highly contextual, with an interest in individual conditions and circumstances	Communitarian, emphasizing uniform applications of laws, rules, and conditions
Definition of evidence-based practice	The integration of best research evidence with clinical expertise and patient values.	Specific intervention models or principles that research has proven lead to desirable outcomes (i.e. reduction of risk and subsequent recidivism).

In the interest of advancing evidence-based correctional treatment, a new report entitled "Effective Clinical Practices in Treating Clients in the Criminal Justice System (CJI)," was authored by Wayne Scott for the Crime and Justice Institute and the National Institute of Corrections (NIJ). This *Chronicle* article summarizes just a portion of the report, which is part of a "Box Set" of papers for criminal justice stakeholders available on the Crime and Justice Institute website, <http://www.cj institute.org>.

As shown in Figure 1, on page 3 the core of the EBP healthcare model is **clinical expertise**, described as advanced clinical skills to assess, diagnose, and treat disorders, through an interpersonal relationship based in objectivity, trust, and respect. The EBP healthcare model requires factoring in numerous individual variables and involves simultaneous and ongoing assessment and reassessment of three areas: 1) client's state and circumstances, 2) research evidence, and 3) client's preferences and actions.

While the EBP healthcare model has relevance for correctional treatment, adaptation is required due to the correctional context in which problems are identified, restrictions imposed on offenders, and unique healthcare issues affecting clients in the criminal justice system.

Figure 2, on page 3 illustrates an adaptation of the EBP healthcare model for correctional treatment. An overarching principle of this adaptation is that "the client" is viewed as both the individual receiving treatment and the larger community affected by the offender's behaviors. The clinician's assessment of the problem needs to include the whole system and the correctional professional, who refers the client for treatment and monitors the client's progress, is a representative of the larger community. Table 2 on page 3 describes the three areas that clinical expertise incorporates and how these are adapted for EBP correctional treatment.

Continued on page 3

FIGURE 1: A model for evidence-based decisions (Gambrill, 2006)

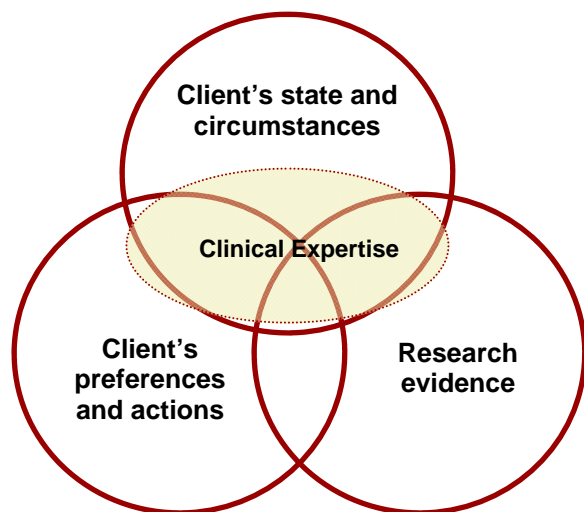


FIGURE 2: A model for evidence-based decisions in correctional treatment (adapted from Gambrill, 2006)



Table 2. The Application of Clinical Expertise in an EBP Model for Healthcare and in an EBP Model for Correctional Treatment:

EBP Model for Healthcare	EBP Correctional Treatment Model
<p>Client's state and circumstances. Through careful interviewing and assessment, the clinician determines the diagnosis or problem afflicting the client, and the resources and strengths that can be enhanced to support recovery.</p>	<p>Offender's needs and risks. In addition to assessing the client's individual conditions, the clinician must consider the degree of risk that the client's behaviors pose to the community. Risk is determined by the correctional professional prior to the referral for treatment. The clinician must assess what the referral source needs from the clinical intervention and the correctional professional's role in increasing or maintaining the client's motivation to change. Correctional treatment addresses both the behavioral health issue(s) and the criminality. Ensuring community safety is a key value for all professionals working with offenders.</p>
<p>Research evidence. After objectively identifying the problem, the clinician investigates what interventions are likely to benefit the client. This process involves a rigorous and systematic assessment of the current state of the evidence and a critical assessment of the interventions' potential benefit or harm to the client. The clinician must be willing to admit when there is no compelling evidence to support any intervention. Clinicians evaluate and judge the research evidence, considering research of varying strengths, as well as factors such as ability to reproduce research conditions, and applicability to non-dominant social and cultural groups.</p>	<p>Research evidence. Once the risks and needs are objectively identified, the clinician investigates the interventions that are likely to benefit the client, including interventions from the criminal justice system (such as case management, drug tests, incentives, and sanctions). Evaluation of the current state of the evidence includes both behavioral health knowledge and what is known about effective correctional treatment and effective probation, parole and facility practices.</p>
<p>Client preferences and actions. In determining the course of treatment, the client's values, needs, and preferences are considered and the client is involved in decision-making regarding their healthcare. The clinician involves the client in considering different possible interventions, possible outcomes, and possible side effects. At the same time, client motivation, behavior, and interpersonal supports for treatment are important variables for ongoing treatment.</p>	<p>Offender's and referral source's preferences and actions. An important value in healthcare is informed consent and client self-determination. In correctional treatment, given that the "client" is both the individual offender and the referral source representing the larger community, both the offender and the correctional professional need to be informed and involved in considering treatment options. In dealing with the offender's statements of what they want from treatment, the clinician and referral source need to consider the inherent initial ambivalence that offender clients have about their condition.</p>

Continued on page 4

The adaptation of the evidence-based healthcare model for correctional treatment provides a conceptual framework useful to clinicians and corrections professionals and supportive of ongoing collaboration. The model requires critical thinking by professionals from both fields to determine the best course of action with each offender and to evaluate progress during the course of the intervention(s). ❧

Please refer to the full report for more information regarding correctional treatment. Thank you to CJI for the use of their graphics and to Wayne Scott, CJI, and NIC for this important report.

Citation:

Crime and Justice Institute and Wayne Scott (2008). Effective Clinical Practices in Treating Clients in the Criminal Justice System. Washington, DC: National Institute of Corrections.

Adjunct Faculty “Thanks for Giving” Ceremonies

By: Staff Development and Training

Here are some amazing facts to consider: Between January 1 and November 6, 2009, 246 adjunct faculty members produced 4,330 hours of training for the juvenile and adult probation departments, who employ a combined total of more than 2,000 employees. These adjunct staff conducted a total of 1,091 classes.

In recognition of the dedication and commitment of our adjunct faculty, a “Thanks for Giving” main ceremony was conducted on November 10, during which Adult Probation Chief Broderick and Juvenile Probation Chief Boone spoke with earnest of the essential function these special staff members play in the advancement of both departments. This year, three additional ceremonies were conducted at area offices for the convenience of adjunct staff. These special staff members were presented with a letter of commendation, certificate of appreciation and gift card in appreciation of their willingness to go above and beyond their normal job duties for the betterment of our departments.

Special recognition was given to the following Adult Probation adjunct instructors for:

Most Classes Taught
Tim Schouten 15
Tom Wiess 14

Most Hours Taught
Jeannie Morse 143.5
Tim Schouten 126.5

All of these instructors are a critical part of our success and deserve recognition for their courage, discipline and concern for the well-being of our staff and communities. Congratulations to each of you for your distinguished accomplishments! We at Staff Development look forward to the continued growth of our adjunct faculty team. Happy Holidays! ❧



Evidence-Based Practices Essay Contest Winner

By: Robin Hargrove

Role-plays are a great way to demonstrate effective communication strategies and the exercise can be a real confidence booster. This winning essay highlights a probation team's use of EBP by using role-plays to assist a probationer in learning and practicing skills. APO Robin Hargrove wrote:

When a probationer recently reported to see his probation team for a regular office visit, he appeared nervous and tense. His team began to ask open-ended questions to find out the cause of his anxiety. He stated he was very nervous about disclosing that he was on probation for a sexually motivated offense to his potential employer. The team asked him what could be done to help him with this issue and make him feel more comfortable disclosing this information. He did not have an answer, so the team decided to role-play possible employment scenarios with the probationer. He stated by seeing the role-play in real time he was able to view the situation from outside of the catastrophe that was going on in his own mind. The team suggested ways to phrase questions and answers to best show the defendant's good qualities as a potential employee and not just a person on probation for a felony sex offense. He left the office feeling much better about the meeting, stating that his anxiety level had been greatly reduced.

Later he called his team and stated he used many of the ideas garnered from the role-play to speak to the employer. The employer's reaction was positive, and he was able to land the job. The team also received a call from his main support system stating that we had instilled the confidence in the defendant to overcome his fear of disclosing his offense. ✎

Safety Matters

By: Gary S. Streeter

The two bomb threats during the week of November 30th, which resulted in evacuation of the Superior Court building downtown and the One West Madison court building, serve as a good reminder that although this type of incident does not occur frequently, it does in fact occur. This infrequency is good because there are fewer threats to our safety, but it can impair our ability to effectively respond because we are not well practiced at the response. The lack of practice may result in a slow or ineffective response.

Adult Probation Department policy 10.008, Procedures for Fire or Bomb Threat, details the response to a bomb threat. Some key components of the response include:

- 1) the person receiving the threat needs to gather as much information as possible from the caller;
- 2) immediately report the threat up the chain of command;
- 3) do NOT use cell phones or portable radios as these devices can cause detonation.

Staff should practice good safety/security measures such as preventing "tailgating." This is when an unauthorized person attempts to follow an employee into an authorized area (staff work area for example). Staff should be attentive to individuals who do not display any type of court identification and are in an area that would require such. Safety is everyone's responsibility and we are all dependent on each other to maintain a safe and secure work environment.

With the help of Court Security, each area office has established rally points for staff and probationers/members of the public. All staff should be aware of these as well as the evacuation plan for the building.

Lastly, all staff should have a bomb threat checklist, which can be found on the back side of the laminated form utilized by Trial Courts. The front side of the form has procedures for a bomb threat, fire, code 100 and other emergencies.

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The Chronicle

After the 1993 attack on the World Trade Center, one man in particular made it his mission to ensure employees were prepared for an evacuation. He repeatedly conducted drills and practice evacuations, much to the dismay of many employees. On September 11, 2001 his diligence paid off. Although he gave his life evacuating hundreds of employees, many of them commented that due to his insistence on practicing, their lives were saved.

Please be prepared, because as with all threats, we do not dictate when it occurs, we only dictate the response. So, let's be sure it is an effective response. ☪

Another Successful Garfield Turkey Feast

By: Janet Kasha

The 14th annual Garfield Turkey Feast was held on November 19. This feast is a celebration of the partnership between the probation department and the surrounding Garfield community. All residents were invited to enjoy good food and a visit from Santa Claus.

The feast consisted of a turkey dinner and plenty of desserts. A gift basket was raffled and awarded to one of the local residents. Residents of the Garfield program, probation staff, their families, and Judge Karen O'Connor assisted in serving, setting-up, cleaning-up, and helping Santa. Manny Barron provided music for all to enjoy. Many probation staff attended and helped pull off the annual event. It was much appreciated by everyone who attended.

A special thanks to all the Garfield staff who were involved in the planning and coordinating for this very special event!

We'll do it again next year! ☪



Norma Brasda, Santa (AKA Jeff Trollinger) and Tammy Allen



Above: Working the front door Probation Officer's Tim Lee, Roger Robinson, Marie Long and Cody Smith
Below: Terri Scharneck & Judge O'Connor preparing desserts



Diversity Celebrate and Appreciate Event 2009

By: Colleen Dorame

This year's Diversity event at Encanto Park on October 22 was another great success, with over 200 employees in attendance. We had foods from various cultures; Native American, Polish, Hawaiian, Soul Food, Irish, Mexican and Italian. All the booths provided an array of foods as well as history and facts about the cultures they were representing. We also had our American favorites of hot dogs and hamburgers. A big thanks to Juvenile Director & Grill Master Frank Groenewold, Channing Williams and Cathy Johnson for their assistance this year and every year since we started.

As in the past, the Diversity Council coordinates this event. The event was fully funded by the Diversity Council members and all of their fund raising events. The Council Board members were the leads and worked above and beyond to make this a fun event. The Board members are; Derrick Platt, Jenna Fitzgerald, Pamela Lim, Pam Ash and Heather Benally. Gloria Washington, a former Diversity Council Board member, also played a vital role in coordinating this year's event.

For the second year in a row, entertainment was once again provided by Adult Probation's Manny Barron, who brought his own equipment and worked as a DJ for the entire event. He is one very talented guy! Amazing how many dancers there are in both the Adult and Juvenile Probation Departments! We also had Adult Probation's Terry Lee, who headed up the games. The three-legged race was by far the most amusing event of the day! There were drawings and other games that kept everyone happy.

Finally, the Asian Employee Network made its debut for this year's event. A newly created employee Network in Maricopa County, the Asian Employee Network hopes to offer Asian cuisine at next year's event. Maricopa County Diversity Director, George Garcia, stopped by to join in on the fun as well. ☺

This year's list of employees who contributed in one way or another includes:

Chris Acree, Brenda Adalco, Adelowo Adeniran, Lupe Arballo, Rosa Barrio, Manuel Barron, Bruce Baus, Jess Beckenhamer, Heather Benally, Richard Bernal, Michelle Billy, Chris Casillas, Beth Cervantes, Kimberly Clah, Kathy Daniels, Teresa DeAnda, Jessica Doney, Colleen Dorame, Abril Facio, Claudia Facio, Jenna Fitzgerald, Lisa Frost, Gregory Fryson JR., Harriet Galbreath, Kyesha Gatison, John Gilbert, Dani Griswold, Frank Groenewold, Veronica Gunnison, Leslie Gutierrez, Lupe Gutierrez, Nancy Hamana, Angela Harper, C.Yvette Hawthorne, Daisy Hernandez, Patricia Hernandez, Luetta Hinkle, McKensie Hol-synk, Jessie Jimenez, Cathy Johnson, Karl Kasowski, Tanya Keith, Rita Kennedy, Cameil Kimble, Debra Kryza, Terry Lee, Pamela Lim, Joe Lopez, Jeff Luick, Nancy Manson, Manuel Martinez, Erika Matthis, Shanon McCorimick-Brown, Robert McGhee, John McGuire, Lara Meier, Tracie Moore, Casey Naessener, Pam Neal, Aundrea Newman, Dene Phillips, Maria Phillips, Monica Pimental, Derrick Platt, Herb Quezada, Lisa Rosenfield, Mitzi Ruiz-Moreno, Jacqueline Salaiz, Danielle Sims, Anna Stankiewieez, Ryan Valley, Delfina Villareal, Mark Warras, Gloria Washington, Kristi West, Sylvia Whitman, Channing Williams, Reggi Williams.



EBP SPOTLIGHT

Karen Spitler

Karen Spitler is a strong advocate for the mentally ill. She appropriately utilizes Mental Health Court for the therapeutic, collaborative opportunities that can exist even in a “probation violation” arena. Karen understands how forming and maintaining positive, supportive relationships with her clients can lead to their successful completion of probation. Further, she excels in establishing or re-engaging community support systems to support this disadvantaged population.

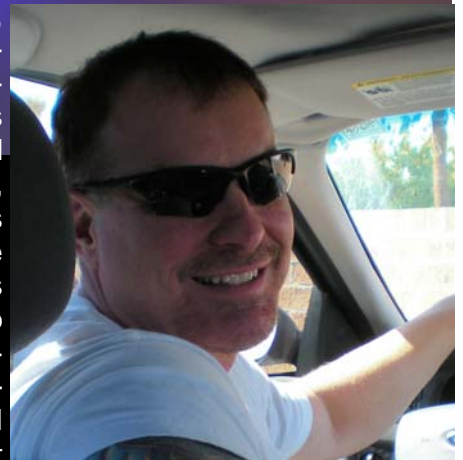
Examples of her positive approach to client supervision include 1) Karen routinely finds opportunities to celebrate her probationers’ successes, and 2) directives are written to “encourage” probationers rather than “direct” them. A recent directive stated, “You are one of my best clients!! APO will submit a request for early termination!” This is an excellent example of using the tools we have to positively reward the individuals we work with in order to support their beneficial long-term changes.

Nominated by Rebekah Trexler



Bob Sitnek

Bob Sitnek spent four years as a surveillance officer in the warrants unit, where his primary function was to arrest offenders and keep the community safe. He then transferred to the position of surveillance officer in the domestic violence unit, because he was looking for an opportunity to expand his skills. In his two years in this position, his partner, Dana Shepherd, watched Bob use skills to do what was best for the probationer. One recent evening, the victim of one of his probationers called and said that the probationer was drinking and acting very aggressively towards her. Bob immediately met the victim at a safe location and developed a plan for the probationer as well as the victim. After ensuring the victim was safe and agreeable to the plan, Bob met with the probationer. They discussed the current situation and collaboratively worked to finalize a plan that worked for the probationer. Bob followed up with the couple a few days later. Through Bob’s use of motivational interviewing skills, the probationer was able to see that Bob truly cared not only about the probationer’s success on probation, but also about the safety of the probationer and his family.



Why was this probationer willing to make changes in his behavior? Because of a working relationship built on honesty and trust, the probationer informed Bob that he was off his psychotropic medications, which in the past has resulted in criminal behavior for this probationer. Bob and the family were able to work together to create a plan to get the probationer the help that he needed. The probationer’s wife, who is the victim in the matter, was able to learn firsthand what was truly going on with her husband and, with Bob’s help, she agreed to continue to be a support person for her husband and work with him to get him back on his medication. Bob is a true example of taking what works and putting it to good use!

Nominated by Dana Shepherd

Congratulations & Thank You

20 Years

Cindi Barocas
Rosa Barrio
Colleen Evans
Jennifer Lennox
Cynthia Lopes
Mike Mortensen

15 Years

Todd Brown
Linda Butler
Ray Cruz
Sonny Lehman
Wendy Matlock
Lance Nickell
Hector Ramos
Jeff Trollinger
Jacqueline Williams

25 Years

Jeff Goff
Mike Kelly

5 Years

Marla McDeritt
Suzanne Ogara

10 Years

Edna Amodei
Teresa Deanda
Joseph Stanco



Thank You to Our Writers

Contributing Writers

Cathy Wyse
Colleen Dorame
Dana Shepherd
Gary Streeter
Janet Kasha
Rebekah Trexler
Robin Hargrove
Staff Development & Training

Chronicle Staff

Barbara Broderick
Rebecca Loftus
Shari Andersen-Head
Cathy Wyse
Jackie Novak

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- If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication
- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
- All non-employees in pictures and in articles must have a signed Publications-Consent for Release of Information on file. A copy can be obtained from Jackie Novak.
- Articles submitted for *The Chronicle* may be reproduced in other publications.

Production Manager

Jackie Novak
(602) 506-9044
novakj001@apd.maricopa.gov

Editor

Rebecca Loftus
(602) 506-4419

Cathy Wyse
(602) 506-3688



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