

**FY 2022 PERFORMANCE PLAN**

<b>Drug Court Treatment Program</b>		<b>BHD</b>	Meghan Iams, x5327 Grace Guerrero, x4846
Program Purpose	<ul style="list-style-type: none"> <li>• Reduce recidivism to the justice system and increase knowledge of substance-use disorder behaviors for those chronically involved with the criminal-justice system.</li> </ul>		
Program Information	<ul style="list-style-type: none"> <li>• Drug court provides mental health and substance-use disorder treatment for court-involved individuals as an alternative to incarceration.</li> <li>• The program was implemented in 2013 after a multi-year effort to establish a drug court in Arlington County. Drug court is a specialized problem-solving court that targets criminal offenders with a severe substance dependence. It is designed to enhance public safety through the partnership of judicial, law enforcement and behavioral health treatment resources by creating a community system of accountability and rehabilitation.</li> <li>• Clients are referred to the program based on a probation violation or a new charge. Referrals are generally made by clients’ attorneys, but they can come from other sources, such as probation officers or the drug court team. Occasionally clients refer themselves. Sometimes clients are ruled out based on their legal history, or the charges they are facing.</li> <li>• Once a client is cleared for participation by the commonwealth’s attorney, the client is further screened for the program. The RANT (Risk and Needs Triage) assessment is used to screen clients to make sure that they meet the high-risk/high-need standards.</li> <li>• A multidisciplinary team assists individuals involved with the program. The team includes a DHS therapist, a circuit court case manager, a circuit court coordinator, a supervision officer, a probation officer, a sheriff’s deputy, the drug-court judge, and representatives from the office of the commonwealth’s attorney and the public defender’s office. This team meets prior to the weekly court docket.</li> <li>• A subset of the multidisciplinary team meets weekly to review clients’ progress in treatment and to discuss compliance with supervision requirements, including the results of drug screens.</li> <li>• Clients participate in a five-phase program. Each phase lasts for a minimum of 90 days. To move from phase to phase, clients must be abstinent for at least 30 days, and must discuss their accomplishments and plans with the drug-court team. Phase one is the most intensive phase, and each additional phase becomes gradually less intensive. Phase five involves connecting successful clients with outpatient services and ensuring they have community supports in place.</li> <li>• The program uses MRT (Moral Reconciliation Therapy), an evidence-based treatment modality that targets criminal thinking and addictive thinking patterns.</li> <li>• The program was originally funded by a Bureau of Justice Assistance implementation grant. After three years, the County assumed the financial responsibility for the program.</li> <li>• The program is commissioned by the Virginia Supreme Court Office of the Executive.</li> <li>• The COVID-19 pandemic stalled referrals to Drug Court as the courts were mostly shut down starting in March 2020. When courts did reopen at the</li> </ul>		

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	beginning of FY 2021, they had to work through a backlog of cases, which led to fewer referrals early in the year. The program was quick to alter treatment options due to the pandemic. The treatment portions were changed to telehealth. The court was able to set up a hub in the courtroom that allowed for virtual court sessions. Supervision continued to function in person as needed and also used some telecommunication.
Service Delivery Model	<ul style="list-style-type: none"> <li>• In FY 2022, the program utilized a hybrid model to deliver services. Individual sessions were offered in both in-person and virtual settings. In person groups were utilized when case numbers were low, with a virtual participation option for individuals who could not make it for specific reasons.</li> <li>• Virtual sessions were utilized when COVID-19 case numbers were high to ensure client and staff safety.</li> <li>• In FY 2023, the program anticipates primarily utilizing in-person groups, while offering virtual participation options as appropriate. Individual services will continue to utilize a mix of video and in-person services.</li> </ul>

**PM1: How much did we do?**

Staff	<p>4.5 FTEs</p> <ul style="list-style-type: none"> <li>• 1.25 FTE staff therapist (DHS staff)</li> <li>• 1.0 FTE case manager (DHS staff)</li> <li>• 0.5 FTE coordinator (DHS staff)</li> <li>• 1.0 FTE supervision officer (court staff)</li> <li>• 0.75 FTE sheriff’s deputy (sheriff’s office staff)</li> <li>• Additional hours are contributed by staff at DHS and court, but are not specifically allocated to the drug-court program.</li> </ul>															
Customers and Service Data	<table border="1"> <thead> <tr> <th></th> <th>FY 2019</th> <th>FY 2020</th> <th>FY 2021</th> <th>FY 2022</th> </tr> </thead> <tbody> <tr> <td>Number of clients (unduplicated)</td> <td align="center">24</td> <td align="center">28</td> <td align="center">32</td> <td align="center">28</td> </tr> <tr> <td>Hours of service provided by clinicians</td> <td align="center">1,905</td> <td align="center">1,968</td> <td align="center">1,707</td> <td align="center">1,768</td> </tr> </tbody> </table>		FY 2019	FY 2020	FY 2021	FY 2022	Number of clients (unduplicated)	24	28	32	28	Hours of service provided by clinicians	1,905	1,968	1,707	1,768
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**PM2: How well did we do it?**

2.1	Cost savings per client served in the program instead of being incarcerated
2.2	Documentation timeliness

**PM3: Is anyone better off?**

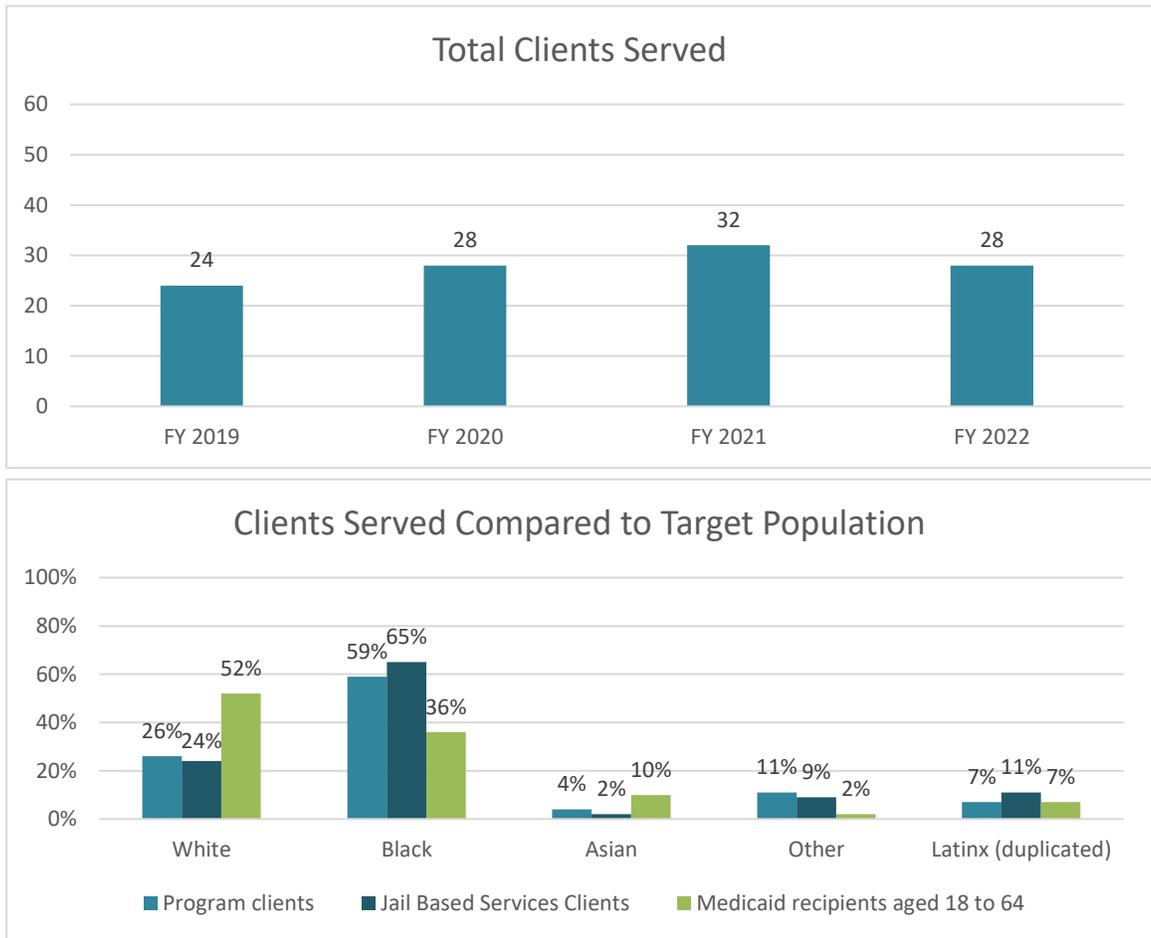
3.1	Risk Needs Responsivity assessment outcomes
3.2	Clients who successfully complete the program
3.3	Recidivism of clients who graduated from the program

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Drug Court Treatment Program

Measure 1 Total clients served (unduplicated)

Data



Data Summary

- From FY 2019 to FY 2022, the number of clients served increased 17%.
- The selected comparison population for the racial equity analysis is Medicaid recipients aged 18 to 64. Medicaid recipients are often those most in need, and 61% of program clients have Medicaid.
- Additionally, the Jail Based Services client demographics are charted above for comparison. Since both programs are CSB programs that serve justice system-involved clients, their demographics should be similar.
- Data for this measure is collected in the agency’s electronic health record.
- 4% of program clients (1) are missing data on race and ethnicity. They have been excluded from the race and Latinx calculations.

What is the story behind the data?

- A substantial majority of program clients are either male (68%) or black (59%). As clients are referred to the program from the criminal justice system, this may reflect the individuals most likely to be cited by the system. The demographics of Jail Diversion and Jail Based Services clients are similar.
- In order to effectively serve its diverse population, the Drug Court program takes a trauma informed approach. This approach recognizes the many traumas that may cause someone’s

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thoughts and actions, like structural racism, and seeks to help each client with natural supports from community and faith groups that can help them process these traumas.

- 74% of program clients are employed. It can be challenging for clients to schedule both their required drug court sessions and their work shifts, but they work extensively with program staff to determine a schedule that works for them.
- Drug Court treats clients for a variety of substances. The primary substances for clients in FY 2022 were Alcohol (29%), Cocaine (29%), Opioids (25%), PCP (11%), and Marijuana (7%). Many clients use more than one substance.
- In FY 2022, the program put a focus on the referral process. The team worked on streamlining the process so that clients could get through the system and into the program faster, as a quicker connection leads to better outcomes. In addition, the program connected clients from other jurisdictions to Drug Courts in their own communities.
- In FY 2022, Drug Court began a substantial overhaul to become a more focused, individualized, and outcomes-based program. Work on this is ongoing.

### Recommendations

### Target Dates

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|--|--|
| <ul style="list-style-type: none"> <li>• Continue serving all clients diverted into Drug Court and help them successfully work towards community-based treatment.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>    |
| <ul style="list-style-type: none"> <li>• Complete an equity analysis of the program to determine possible areas for growth.</li> </ul>                                       | <ul style="list-style-type: none"> <li>• FY 2023 Q3</li> </ul> |
| <ul style="list-style-type: none"> <li>• Finalize participant handbooks to help clients fully understand the scope of the program.</li> </ul>                                | <ul style="list-style-type: none"> <li>• FY 2023 Q2</li> </ul> |
| <ul style="list-style-type: none"> <li>• Finalize the program's overhauled policies and procedures, ensuring it is more individualized and outcomes based.</li> </ul>        | <ul style="list-style-type: none"> <li>• FY 2023 Q4</li> </ul> |

### Forecast

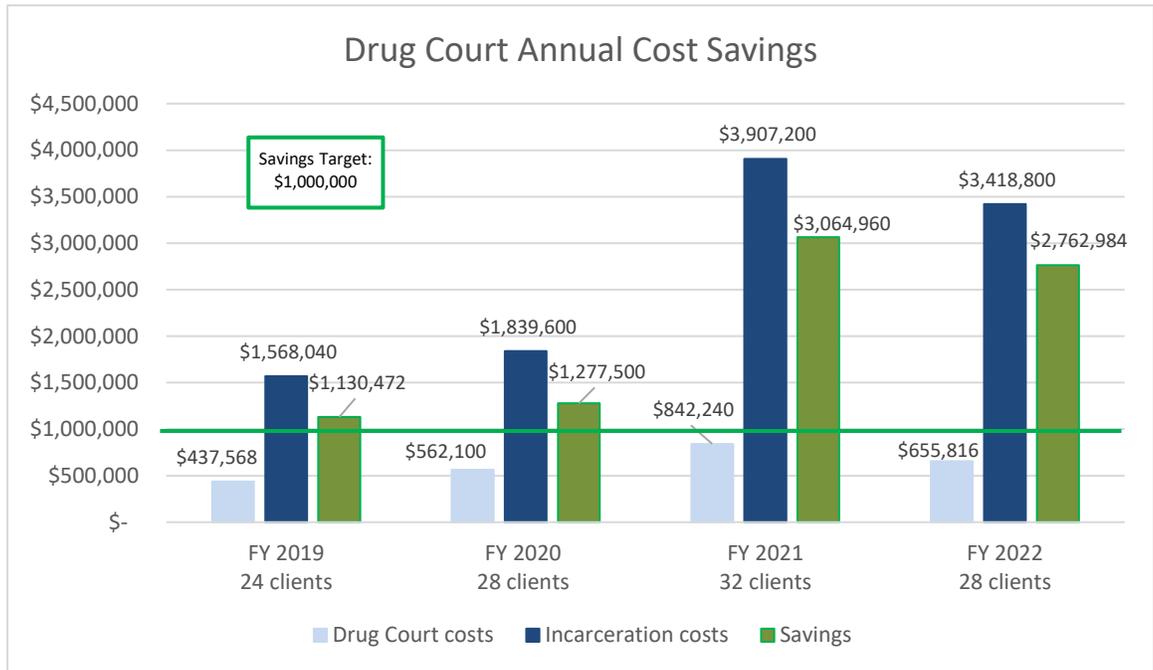
- In FY 2023, the program projects serving 30 clients.

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**Drug Court Treatment Program**

**Measure 2.1 Cost savings per client served in the program instead of being incarcerated**

**Data**



FY 2022	Cost Per Person Per Day	Cost Per Person Per Year	Savings Per Person Per Year
Drug Court	\$64.17	\$23,422	\$98,678
Jail	\$334.52	\$122,100	-

**Data Summary**

- According to the Sheriff’s Office, incarceration cost \$334.52 per day per inmate in FY 2022. Drug court services cost \$64.17 per day. There is a savings of \$270.35 per day per client being served by drug court as opposed to being incarcerated.
- For 28 clients served in FY 2022, the average length of service was 229 days.
- Drug Court cost per person per year is calculated by dividing the total budgeted cost of the program by the number of people served.
- The chart above is created by multiplying the cost per person per year by the total number of drug court clients. In FY 2022, prior year data was updated to more accurately reflect this calculation methodology.

**What is the story behind the data?**

- In FY 2021 and FY 2022, the cost of jail per person increased significantly over prior years. This was due to the decreased jail census in light of the COVID-19 pandemic. Fewer individuals were incarcerated in order to maintain health and safety protocols even though the costs of running the jail did not significantly change. Therefore, the cost to incarcerate each individual increased. At the same time, drug court costs have not substantially changed, thus making the savings per person increase dramatically.
- One of the goals of Drug Courts is to save money. National data indicate that every dollar put into a Drug Court results in \$2-3 in savings. Our data shows a significantly higher savings. One contributing factor is that costs of the program in Arlington may be lower since

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costs for much of the staff are covered in their respective programs' budgets. The Judge, Commonwealth Attorney's lawyer, Public Defender's lawyer and Probation Officer have a similar arrangement.

- Support for basic needs such as housing and food are not included in this cost comparison. Most participants are able to work and pay for most of these needs but may have some assistance through housing grants/subsidies and other benefits.

**Recommendations**

**Target Dates**

- The Drug Court Treatment Program will continue to provide a more cost-effective option to incarceration for people with substance use disorders.

- Ongoing

**Forecast**

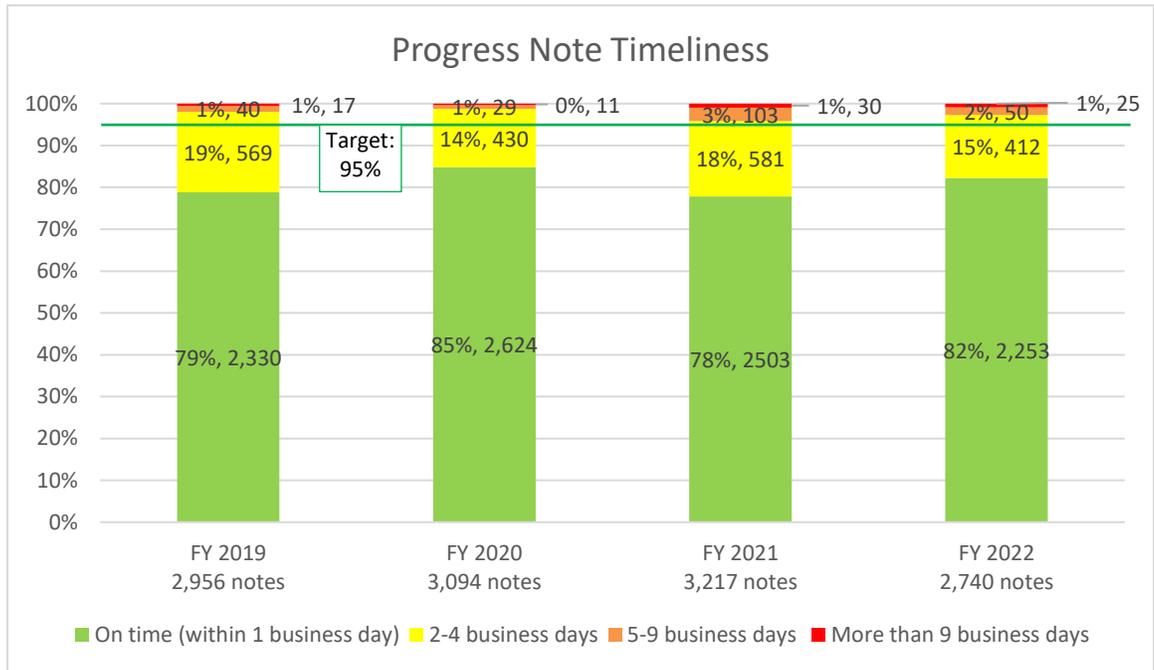
- In FY 2023, it is estimated that the County will save \$2,000,000 by having people participate in Drug Court in lieu of incarceration. The decrease in amount saved is due to an expectation that the jail population will continue to increase as restrictions are lowered.

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**Drug Court Treatment Program**

**Measure** 2.2 Documentation timeliness

**Data**



**Data Summary**

- Timeliness of progress-note entry was 82% in FY 2022, above FY 2021 levels and in line with previous years.
- Data is reported from the electronic health record.

**What is the story behind the data?**

- In FY 2022, progress note timeliness increased. This was impressive, as the program transitioned to a new electronic health record and had to learn new processes on how to write and complete notes. The program manager focused meticulously on progress note timeliness, which was how the strong results were achieved.
- Some of the challenges to timely completion of progress notes include providing services at court, where days can be long depending upon the size of the docket and waiting for full information from all involved parties before completing a note.

**Recommendations**

- Continue to improve timeliness, working with CRT and supervisor as needed.

**Target Dates**

- Ongoing

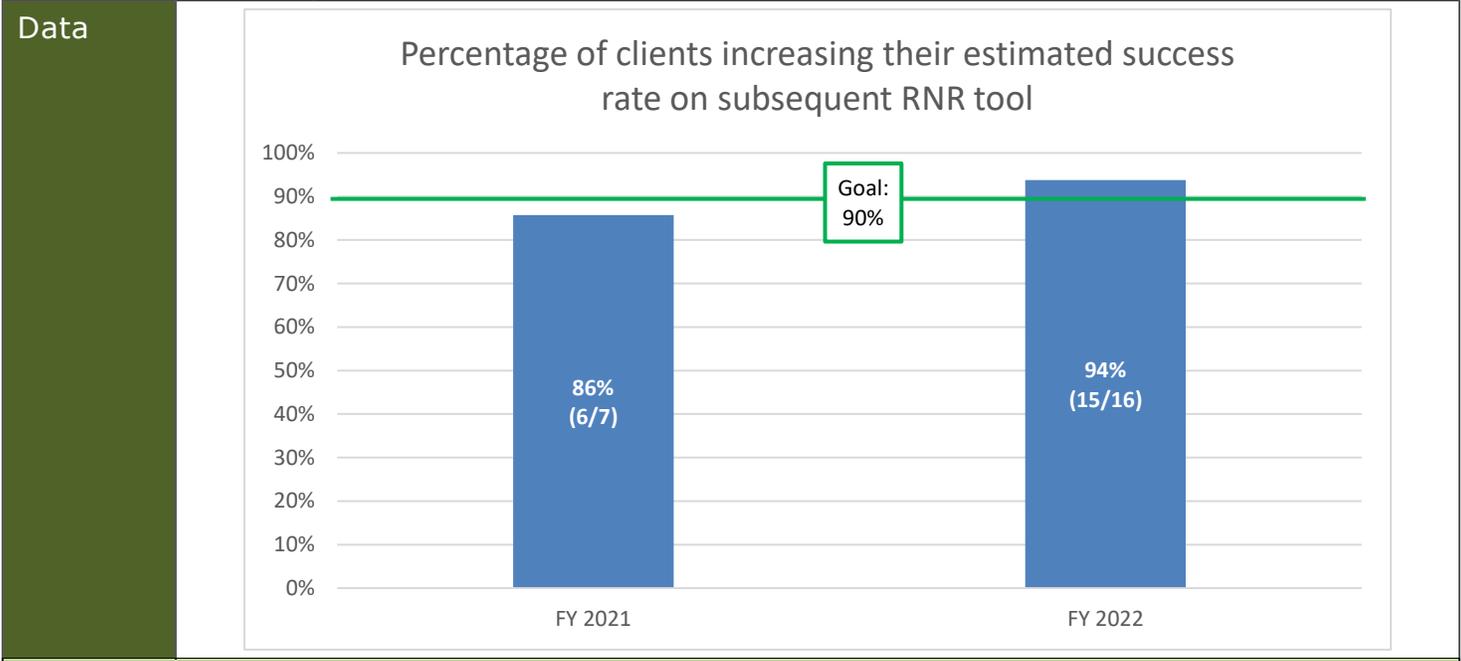
**Forecast**

- In FY 2023, it is expected that 85% of progress notes will be entered on time as staff maintain high service levels and continue to better learn the new electronic health record system.

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**Drug Court Treatment Program**

<b>Measure</b>	<b>3.1</b>	<b>Risk Needs Responsivity (RNR) assessment outcomes</b>
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>Data is gathered from the <a href="#">Risk Needs Responsivity (RNR) tool</a> from George Mason University’s Center for Advancing Correctional Excellence. It measures the criminal justice, behavioral health, and criminogenic needs of individuals to achieve positive results.</li> <li>The Risk Needs Responsibility tool is intended to be administered to all clients every six months.</li> <li>This measure reflects drug court clients who were assessed with the RNR tool at least twice during the fiscal year. As clients progress through the Drug Court program, their estimated success rate calculated by the tool should increase.</li> </ul>
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**What is the story behind the data?**

- In FY 2022, 94% of clients (15 of 16) increased their estimated success rate as they progressed through the stages of Drug Court. This success rate reflects recidivism – those with higher scores are less likely to become criminally involved in the future.
- In FY 2022, one client did not increase their success rate on later RNR tools. The program believes that this may be due to issues with tool administration, and is actively looking into additional training opportunities on administration.
- As clients move through the phases of Drug Court, they should be less likely to recidivate. The Risk Needs Responsibility tool is an objective scale that shows program staff if their actions are moving the client towards that outcome.
- FY 2021 was the first full year that the Risk Needs Responsibility tool was used.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>Begin an intensive outpatient program in collaboration with the courts. This is a more intensive service that better aligns with needs for those with high risks identified with the RNR tool.</li> </ul>	<ul style="list-style-type: none"> <li>FY 2023 Q3</li> </ul>

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This will allow for a smoother transition from jail-based services to community outpatient ones.	
<ul style="list-style-type: none"><li>• Complete a refresher on the RNR assessment to ensure accurate and consistent usage of it.</li></ul>	<ul style="list-style-type: none"><li>• FY 2023 Q4</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• In FY 2023, it is expected that the RNR tool will show 90% clients increasing their estimated success rate as they go through the program.</li></ul>	

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**Drug Court Treatment Program**

Measure 3.2 Clients who successfully complete the program

Data



Data Summary

- Data is obtained through client closure reasons in the electronic health record. Close reasons indicating success are "Completed: Maximum Benefit" and "Lateral Transfer" (for those clients who went on to other services after completion).
- According to the [National Drug Court Institute](#) the graduation rate of Drug Court Treatment programs averages 59%.

**What is the story behind the data?**

- In FY 2022, four out of nine possible graduates completed the program successfully.
- Completion rate decreased from previous years due to a number of challenges. A few clients were rearrested, as they were not truthful with program staff about their substance use. When clients cannot communicate honestly with staff about their usage or possess drug paraphernalia or anything else that would violate the conditions or his or her release, program requirements dictate that they return to jail.
- Drug Court clients may relapse during their treatment, as working towards abstinence is a difficult, life-long journey. A positive drug test does not necessarily lead to program expulsion if the client is able to communicate about it honestly with staff and chart a path forward.
- In FY 2022, a couple of clients were too acute to benefit from the program and were diverted to residential treatment.
- Arlington County's Drug Court Treatment Program works with people who are both high risk and high need. The participants generally have lengthy substance dependence and criminal-justice involvement. Many have participated in multiple treatment programs and have continued to struggle with stability.
- Successful candidates engaged in the program and maintained compliance with expectations. The program lasts a minimum of 15 months.
- Admissions are rolling, so the numbers of openings and closings vary throughout the year.

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<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>Continue moving towards a more individualized, quantitative treatment model that targets specific client needs, such as anger management.</li> </ul>	<ul style="list-style-type: none"> <li>Q4 FY 2023</li> </ul>
<ul style="list-style-type: none"> <li>Collaborate with the court system to modernize the program to modernize the supervision process and make it less punitive, hopefully leading to more successful client outcomes and thus better participation.</li> </ul>	<ul style="list-style-type: none"> <li>Q4 FY 2023</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with clients to encourage adherence with established rules.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Continue exploring new ways to improve clients' success in treatment.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Forecast</b>	
<ul style="list-style-type: none"> <li>In FY 2023, it is estimated that the percentage of people successfully completing the program will be at least 60%.</li> </ul>	

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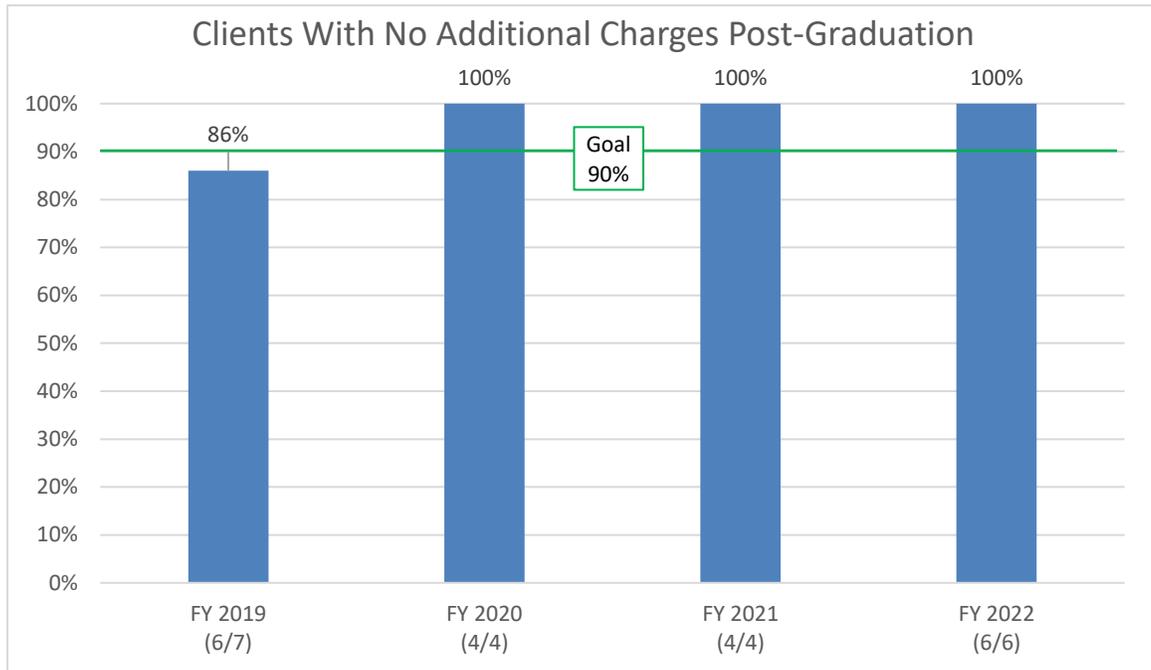
**Drug Court Treatment Program**

**Measure**

3.3

Recidivism of clients who graduated from the program

**Data**



**Data Summary**

- Recidivism rates were calculated for clients two years after their completion of the Drug Court program. FY 2022 data reflects clients who completed the program in FY 2020.
- The name of clients who graduated two years ago are run through the National Crime Information Center database to see if they had any new charges since graduation.

**What is the story behind the data?**

- Of the six graduates in FY 2022, five have successfully remained in the community with no new arrests. One has unfortunately passed away.
- Two of these graduates continue to be connected to CSB services through FY 2022. CSB services help meet their needs and maintain themselves in the community.
- Drug Court is focused on giving clients the tools they need to mitigate risk of a serious relapse. Without these tools, clients may have been rearrested or faced severe negative health outcomes.
- One factor that has been helpful in avoiding recidivism is the program’s emphasis on assisting clients with setting up sober supports in the community.
- According to a [report](#) on Virginia Drug Courts, 19% of FY 2015 drug-court graduates were re-arrested within two years of program placement compared to 29% of those who engaged with the program but did not graduate.

**Recommendations**

- Continue to provide support and access to services to graduates of the program.

**Target Dates**

- Ongoing

**Forecast**

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- In FY 2023, it is expected that 100% of clients who completed the drug court program in the previous two years will remain free of new charges.