

**Performance Management: What It Can do  
for Your Drug Court  
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## Distinguish Performance Measurement from Impact Analysis



- Focus of performance measurement is on “outcomes,” which are measures of the stated objectives
- Impact assessment, on the other hand, requires estimates of the “value added by the program” (i.e., the benefits that would not have occurred had the drug court program not existed) (Lipsey, 2004)

## Distinguish Performance Measurement from Impact Analysis (cont.)



- Basic concept of performance measurement involves:
  1. Planning and meeting established operating goals/standards for intended outcomes
  2. Detecting deviations from planned levels of performance
  3. Restoring performance to the planned levels or achieving new levels of performance

**Accountability** - *Accountability measures capture how the problem solving court holds participants responsible to court ordered conditions that promote public safety.*

## NCSC Recommended Core Performance Measures for Adult Drug Courts: Accountability



- Sobriety #1: Percentage of positive drug and alcohol screens by quarter for the duration of program participation
- Sobriety #2: Average length of time without detected drug or alcohol use at program exit (number of days between last positive drug screen and program exit)

## NCSC Recommended Core Performance Measures for Adult Drug Courts: Accountability



- In-program recidivism: Percentage of participants reoffending during program participation
- Post-program recidivism: Percentage of participants convicted of a new offense for up to two years after program exit, measured annually

# NCSC Recommended Core Performance Measures for Adult Drug Courts: Accountability



- Retention
  - Percentage of participants currently enrolled
  - Percentage of participants who successfully completed
  - Percentage of participants that exited other than successfully

**Process** - *Process measures examine critical processes and procedures that research has demonstrated to produce desired outcomes. These measures contain important components of cost efficiency.*

# NCSC Recommended Core Performance Measures for Adult Drug Courts: Process



- Length of Stay: Average length of time in program
- Case Processing Times
  - Average number of days between arrest and referral
  - Average number of days between referral and eligibility determination
  - Average number of days between eligibility determination and admission
  - Average number of days between admission and treatment initiation

## NCSC Recommended Core Performance Measures for Adult Drug Courts: Process



- Treatment Services: Average units of treatment service attended/average time receiving treatment service, delineated by treatment type
- Incentives & Sanctions: Average number of incentives per participant; Average number of sanctions per participant

## NCSC Recommended Core Performance Measures for Adult Drug Courts: Process



- Frequency of Drug Tests: Average number of drug/alcohol tests conducted per participant by quarter
- Supervision Services: Average number of supervision contacts per participant by quarter
- Court Services: Average number of drug court status hearings attended per participant by quarter

**Procedural Justice** - *Procedural justice measures capture participants' perceptions of fairness of and access to services provided by the problem solving court team.*

- Access & Fairness: Summary measure from participant survey administered at exit

**Social Functioning** - *Social functioning measures examine improvement in domains of a participant's life that is otherwise impacted by substance abuse or mental health. These measures focus on stability and other criminogenic needs.*

## NCSC Recommended Core Performance Measures for Adult Drug Courts: Social Functioning

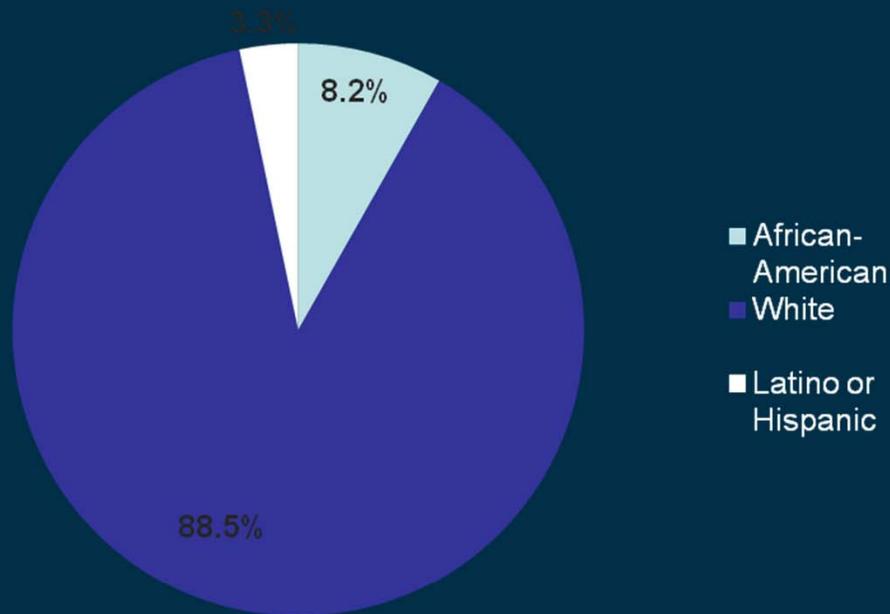


- **Housing Stability:** Difference in the average number of residential address changes in the last 12 months prior to program exit as compared to the 12 months prior to program admission
- **Employment Stability:** Difference in the average number of months in the last 12 months participant is legally employed (20 hours or more weekly) as compared to the 12 months prior to program admission

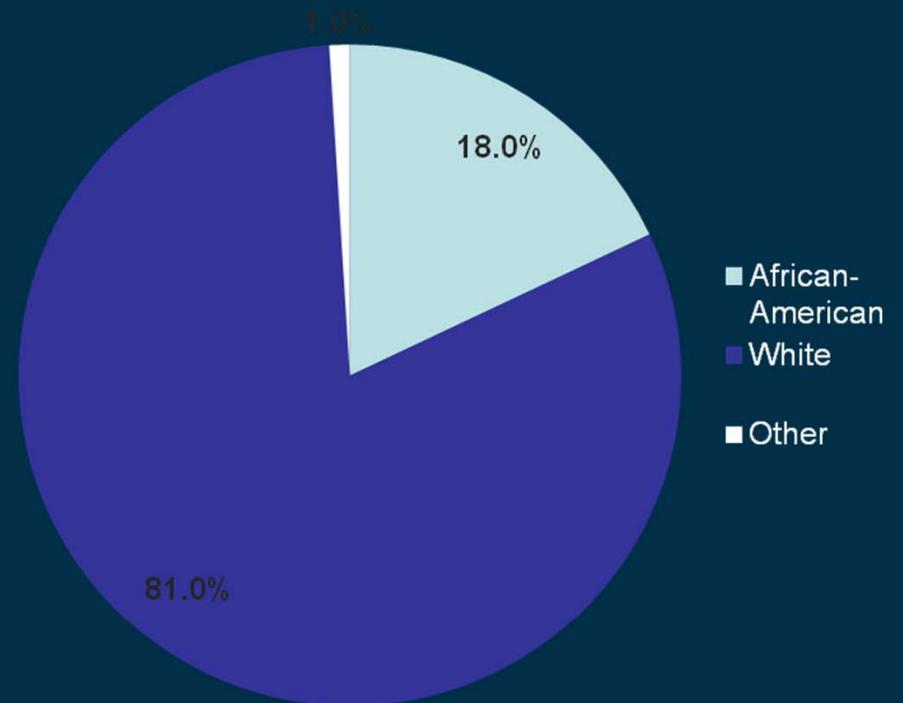
# Access and Fairness: Kentucky



2013 Population  
N=4,399,583



2009 Arrests for Narcotic Drug Laws  
N=61,712



# Kentucky Drug Court Referrals(1/1/2013-3/26/2013) by Processing Milestone by Race, as of 3/26/2015<sup>1</sup>



<u>Race</u>	Referral		Entrance		Completion	
Bi-Racial	2	0.3%	2	0.4%	1	1.0%
Black/African American	40	5.8%	20	4.3%	2	2.0%
Hispanic-Mexican	3	0.4%	1	0.2%	1	1.0%
Hispanic-Other	2	0.3%	1	0.2%	1	1.0%
Native American	1	0.1%	0	0.0%	0	0.0%
Unknown	5	0.7%	0	0.0%	0	0.0%
White	636	92.3%	446	94.9%	95	95.0%
<b>Total</b>	<b>689</b>	<b>100.0%</b>	<b>470</b>	<b>100.0%</b>	<b>100</b>	<b>100.0%</b>

1. Around 100 admissions still active

- Admissions and Exit Cohorts
- Frequency of Reporting
- Platform
- Target Audiences: Individual Drug Courts and State Drug Court Coordinator

# From Performance Measures to Performance Management



- “Performance management” means the practice of public service managers using performance data to help them make decisions so as to continually improve services to their customers
  - Prerequisites:
    - Performance Measures
    - Performance referents
    - Staff training

# Our task today



Discuss performance referents for each performance measure

Utilize NCSC recommendations and Wisconsin expert opinion (gathered through surveys) to guide the process

Develop performance referents based upon expert consensus

# Measure 1: Processing time

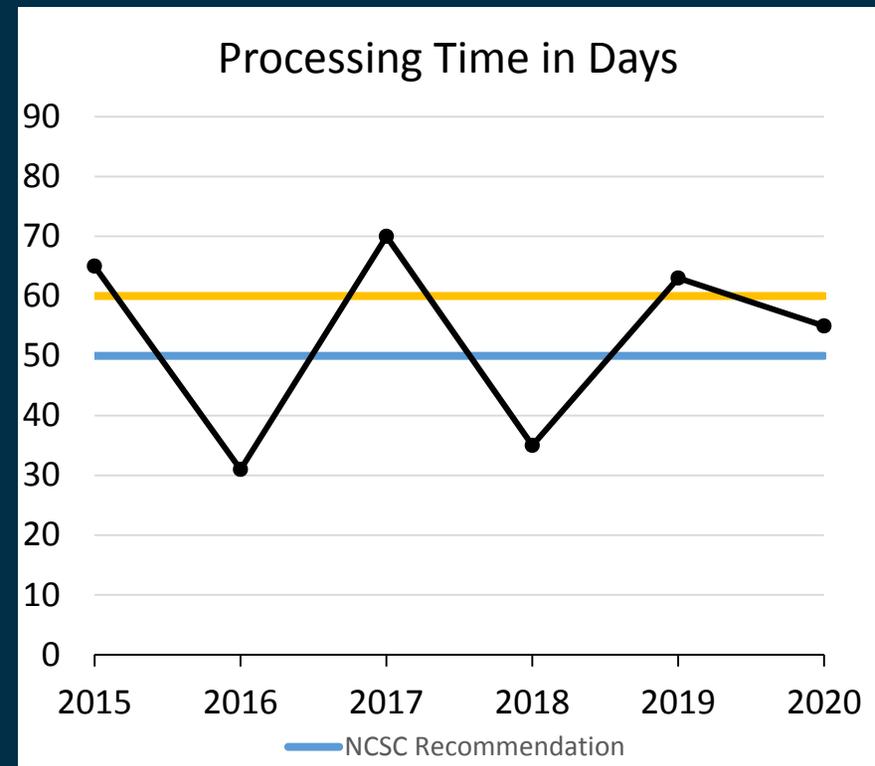


## Definition: Average time between key events

- *Arrest and Referral for screening*
- *Referral and Eligibility determination*
- *Eligibility determination and Admission*
- *Admission and First treatment episode*

*Empirical Referent:*

*Processing time between arrest and admission*



*Survey Range: 30-120*

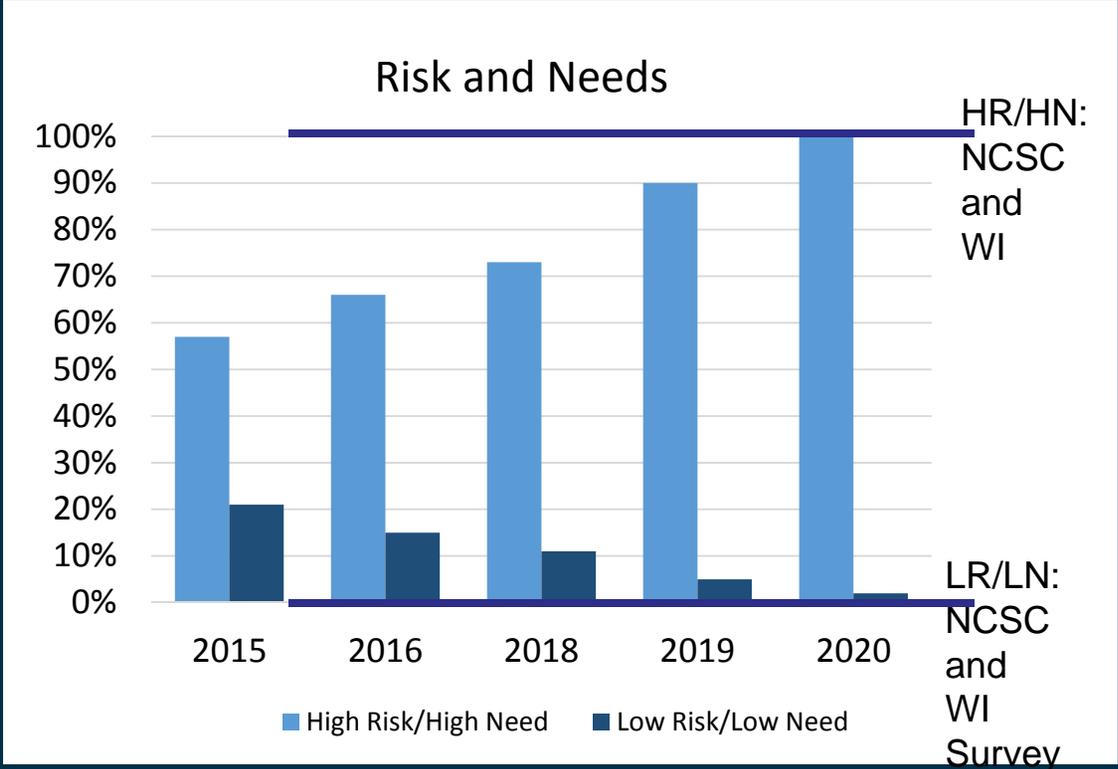
# Measure 2: Screening and Assessment



Definition: Percentage of participants in risk/needs categories

		Criminogenic Risk		
		High	Medium	Low
Criminogenic Need	High	57%	6%	0%
	Medium	8%	3%	3%
	Low	0%	0%	17%

*Empirical Referent:  
Percentage of participants in  
High Risk/High Need and  
Low Risk/Low Need categories*

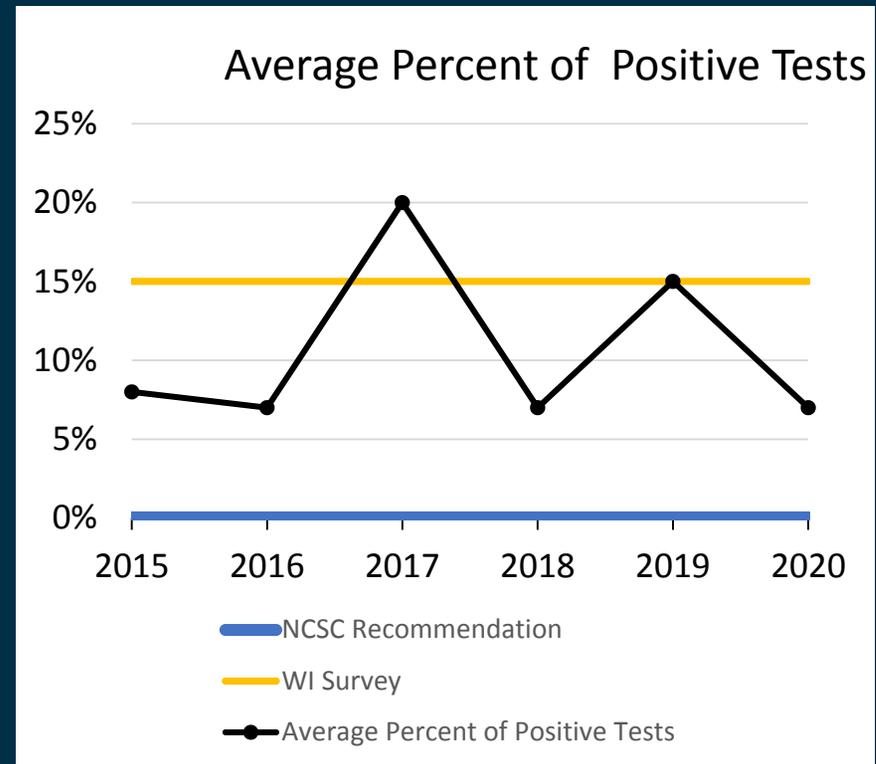


*Survey Range: HR/HN 60-100% LR/LN- 0-30%*

# Measure 8: Sobriety



Definition: 1) Percentage of positive tests



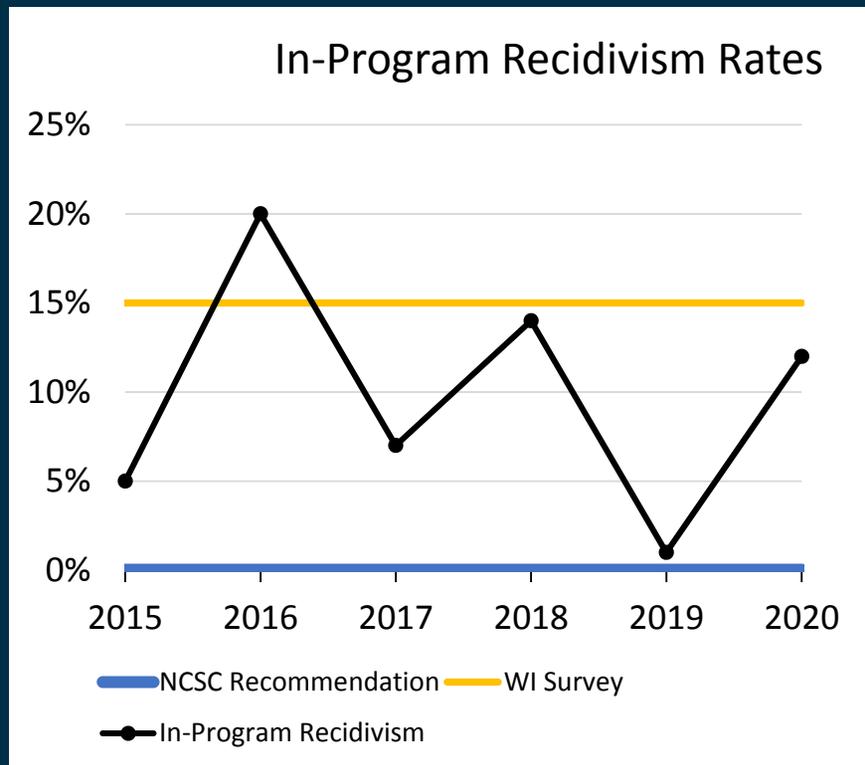
*Empirical Referent:  
Percent positive tests*

*Survey Range: 10 -25%*

# Measure 12: In-program Recidivism



Definition: Percentage of participants with a new criminal offense occurring between admission and discharge



*Empirical Referent:  
Percentage of participants with  
in-program recidivism*

*Survey Range: 0 -25%*

# Measure 13: Post-program Recidivism



**Definition:** Percentage of participants with a new criminal offense occurring within three years after exiting drug court

- *0-6 months*
- *7-12 months*
- *13-24 months*
- *25-36 months*

*Empirical Referent:  
Percentage of participants with  
post-program recidivism*

	<b>Adopted Referent</b>
Post-program recidivism	25% or less

# Scenario Training



The Challenge-Noticing something is off (observing a trend- based on performance measures and expert knowledge)

Clarifying the Problem- Using data to formulate hypotheses (or investigating what is happening)

The Initial Response- Team member responses based on data interpretation

Moving to Implement the Plan- Incorporating the multi-disciplinary team's feedback into action items

# Badger County Adult Drug Court



Implemented in 2008

35-40 active

Recent shift in eligibility

Increased effort to reach target population

# The Challenge



Fewer graduates at regularly scheduled graduation ceremonies.

What could be happening here?

What factors might be influencing the number of graduates a drug court produces?

What information or data should the team gather prior to the retreat?

# Clarifying the Problem



What questions do you have about your teams observation regarding declining graduation rates?

Is the last graduation ceremony an outlier or is there an actual trend over time?

How can we use the performance measures to problem-solve and uncover both the existence of a trend and potential explanations?

# Discharge Type



	FY1 1 (n=35 )	FY1 2 (n=36 )	FY1 3 (n=40 )	FY1 4 (n=38 )
Graduated	69%	58%	40%	26%
Terminated	23%	31%	35%	32%
Voluntary Withdrawal	3%	0%	5%	3%
Administrati vely Discharged	6%	8%	5%	5%
Active	0%	3%	15%	34%

What does this table tell us about graduation rates?

What additional information can help to further clarify this problem?

# Average Length of Stay



- What does this table tell you about declining graduation rates?
- What do you think could be causing this increase in length of program?
- What further information might help?

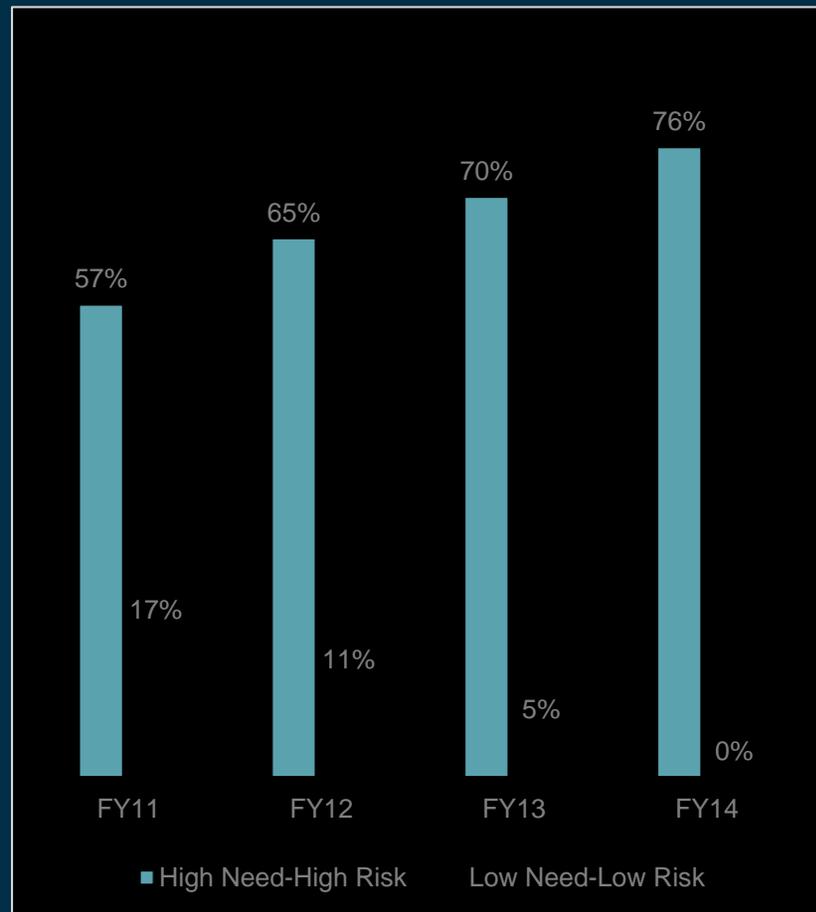
	FY11	FY12	FY13	FY14
Average Length of Stay	14.2	16.3	17.2	19.2

# Criminogenic Risk

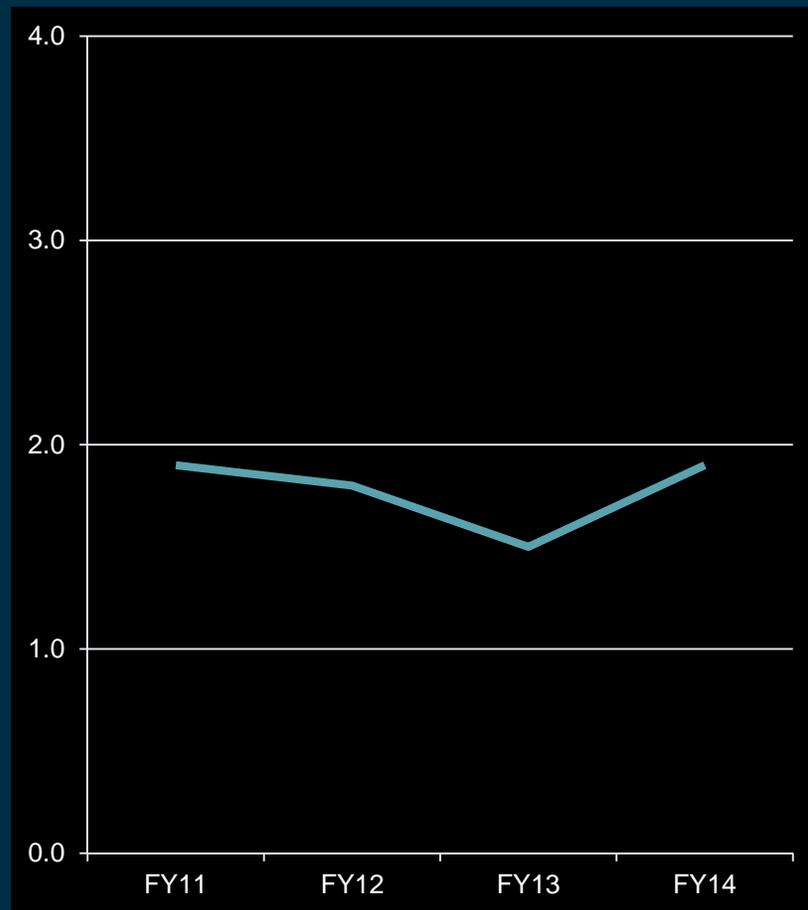


What does this chart tell us about the population served in Badger County ADC?

Does this explain increasing length of stay?



# Status Hearings Per Month in First 3 months



What does this line graph tell you about number of status hearings over time?

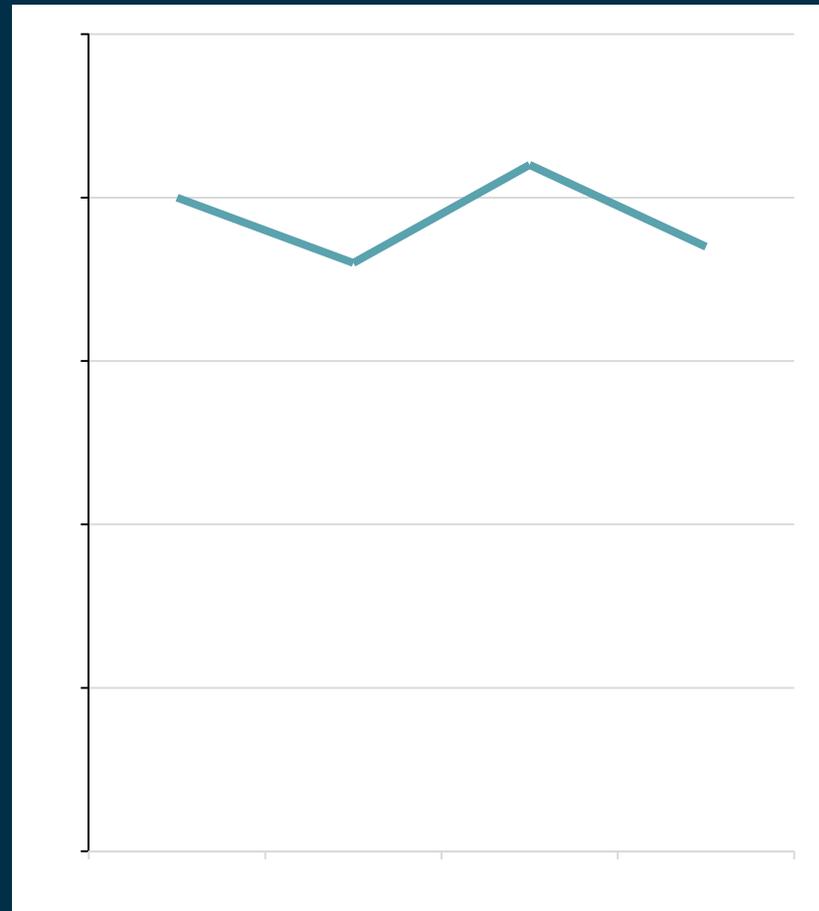
Do these differences seem consistent with a growing high risk, high needs population?

# Supervision Contacts Per Month in First 3 Months

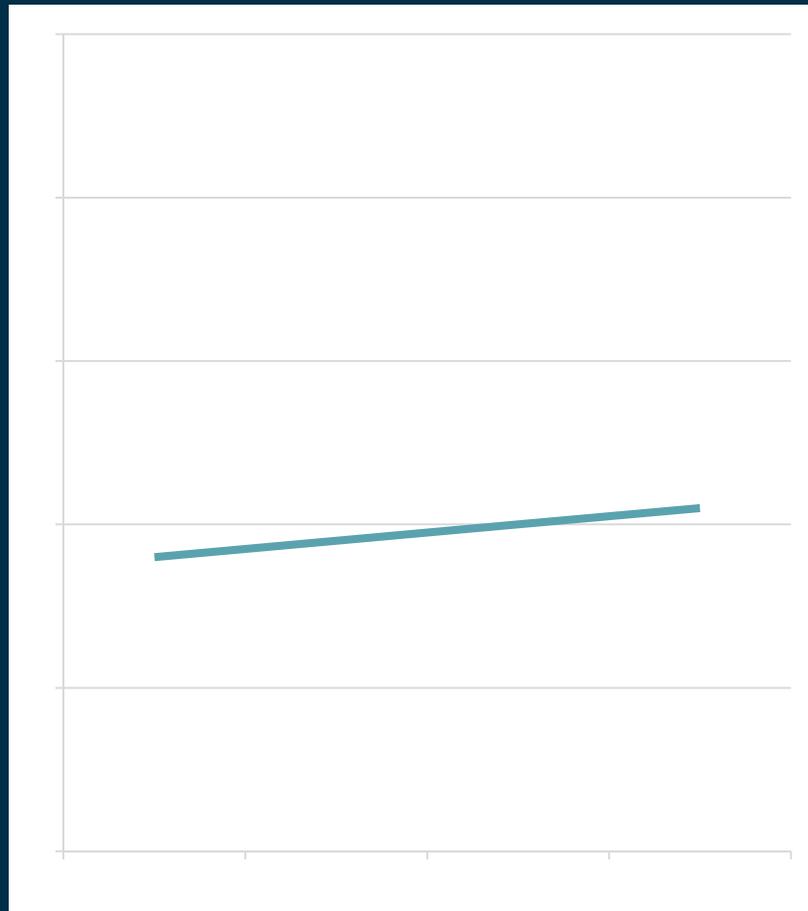


What does this line tell us about the supervision of the program's target population over time?

How does this piece of information help with clarifying the problem?



# Weekly Drug Testing Frequency in the First 3 Months



What does this line graph tell us about drug testing over time?

Is there any additional information which may help to further clarify the problem?

# The Initial Response



## The Main Issues

High Risk/High Need Participants

Increasing Length of Stay

Declining Graduation Rate

Case Planning has remained almost the same in terms of status hearings, supervision contacts, and drug testing.

# The Initial Response



## Team Responses

Judge- Increase court appearances and supervision contacts.

Administrator- It is just an artifact of increased risk, let it ride.

Probation/Case Manager- Add Law Enforcement

Treatment- Increase Treatment and examine dosage levels

# Moving to Implement the Plan



Supervision contacts and status hearing policies should be examined and based on criminogenic risk and need.

High Risk/High Need participants will have weekly status hearings

High Risk/High Need participants will have 2-3 probation contacts per week.

Team will work out how to best handle the transition period for participants affected by the policy change.

The Judge will approach local law enforcement to increase community supervision.

The team will meet again in 2 months to examine treatment data and re-examine the problem to see if there were improvements.