

Developing a Mental Health Court: An Interdisciplinary Curriculum Handbook for Facilitators

Appendix G: Assessing Training Needs to Customize Using the Curriculum

Appendix G. Assessing Training Needs to Customize Using the Curriculum

Contents

Section A. Assessing Training Needs.....	127
Part 1. Demographics	127
Part 2. Content Knowledge	128
Answer Key For Content Questions (Section A, Part 2)	137
Part 3. Attitudes.....	143
Part 4: Your Training Needs	144
Section B. Determining Team Dynamics	146
Part 1. Questions for New Mental Health Court Teams	146
Part 2. Questions For Existing Mental Health Court Teams.....	148
Section C. Assessing Technological and Logistical Needs	151

Section A. Assessing Training Needs

Part 1. Demographics

Name			
Title			
Organization/ Agency			
Address			
City	State	Zip	
Phone			
Email			

- I am a
 - a. Behavioral health (mental health and/or substance use) provider or administrator
 - b. Community corrections officer or administrator (i.e., probation or parole)
 - c. Corrections officer or administrator (i.e., jail or prison)
 - d. Court administrator/manager
 - e. Criminal justice coordinator
 - f. Judge
 - g. Law enforcement officer (i.e., police, sheriff, state trooper)
 - h. Pretrial services officer or administrator
 - i. Prosecutor or defense attorney
 - j. Other community-based provider or administrator—please specify in comment box below
 - k. Other federal or state government employee—please specify in comment box below
 - l. Other—please specify: _____
- I work at the following level:
 - a. State
 - b. County
 - c. Other: _____
- Please indicate the range of years of experience that you have working in your field:
 - a. 1–5 years
 - b. 6–10 years
 - c. 11–15 years
 - d. 16–20 years
 - e. 21 years or more

4. Which best describes your experience with mental health courts?
- a. I work with an existing mental health court program (1 year old or more)
 - b. I work with a new mental health court program (less than 1 year old)
 - c. I don't work in a mental health court, but I'm interested in learning more
 - d. I don't work in a mental health court, but I work in another criminal justice/mental health collaboration (e.g., specialized probation, community prosecution, holistic defense, deferred prosecution, mental health public defenders).
Please specify: _____
 - e. Other. Please specify: _____
5. If you selected answer a or b in question #4, how long have you been working with the program?
- a. less than 6 months
 - b. less than a year
 - c. 1 to 4 years
 - d. 5 to 10 years
 - e. 11 years or more
 - f. N/A

Part 2. Content Knowledge

The following questions correspond to the quiz questions for each module that are also available online under the "Quiz" tab for each module (note: the introductory lessons do not have quizzes). You can use the results by module to determine which modules to focus on and which concepts to emphasize within the modules.

1. True or False: Participants go through the mental health court program in tandem with traditional court proceedings and may be removed from treatment before the program's completion if found guilty of a serious crime.
- True
 - False
2. Which are reasons that support starting a mental health court program?
- CHECK ALL THAT APPLY.**
- a. People with mental disorders are significantly overrepresented in the criminal justice system.
 - b. Research has shown that correctional supervision has been less effective for people with mental disorders than for those without.
 - c. The mental health court process is shorter than the traditional court process.
 - d. People with mental and co-occurring substance abuse disorders have more factors that put them at risk for committing another crime than those without co-occurring disorders.
 - e. People with mental disorders should receive treatment by any means possible, whether or not they want to receive it.

3. Which of the following are among the possible goals of a mental health court?
CHECK ALL THAT APPLY.
- a. Reduce an individual's future contact with the criminal justice system
 - b. Improve collaboration between the criminal justice and mental health entities
 - c. Reduce jail costs and case processing time
 - d. Increase the individual's connection with treatment and support services
 - e. Educate practitioners and community members about the experiences of people with mental disorders
4. Which of the following is NOT one of the essential elements of a mental health court?
- a. Sharing information about individual participants and their progress with external stakeholders for research purposes
 - b. Ensuring that an individual makes an informed choice to enter the program
 - c. Screening individuals for behavioral health and criminogenic needs
 - d. Determining whether an individual is eligible to participate and is part of the program's target population
 - e. Having participants attend regularly scheduled court hearings
5. True or False: Research shows that mental health courts inevitably result in net-widening by creating incentives for people to be arrested in order to receive treatment and services.
- True
 - False
6. Which of the following groups of stakeholders do you think will face the most obstacles in starting a mental health court?
CHOOSE ONE ANSWER.
- a. Criminal court judge and director of county mental health
 - b. Chief of community corrections and his/her deputy
 - c. Sheriff, judge, and community psychiatrist
 - d. Prosecutor, defense attorney, and National Alliance on Mental Illness (NAMI) member
7. Sheriff Wall of Water County, a hypothetical county planning a mental health court, is interested in participating in the planning process for the new mental health court, but obviously has many demands on his time. Check all of the ways the planners involve him in the process.
CHOOSE AT LEAST ONE ANSWER.
- a. Establish an Advisory Group of high-level stakeholders that meets only to review and make decisions about "big picture" strategy
 - b. Ask him to appoint a designee who will be involved with a Work Team, which will do most of the detailed planning

- c. Write up regular meeting minutes and highlight key decision points and then send these to Sheriff Wall
 - d. Schedule brief, regular meetings to update him on the progress of the planning effort
8. Which of the following considerations are important for collecting baseline data to measure recidivism among individuals with mental disorders?
- a. Developing a local understanding of “recidivism”
 - b. Identifying a clearly defined group of individuals booked into the county jail with mental disorders
 - c. Counting prior jail bookings for individuals with mental disorders
 - d. Defining the observation period for recidivism (e.g., jail bookings within the last two years)
 - e. Pulling county mental health records for all individuals in the jail
9. True or False: A mental health court should begin accepting participants within one month of beginning the planning process.
- True
 - False
10. Which of the following are common challenges for identifying and linking mental health court participants to appropriate treatment and supports?
CHOOSE ONE ANSWER.
- a. Only limited treatment and support services are available locally
 - b. The team members are unaware of the services that exist locally
 - c. Transportation and care can be difficult to coordinate, especially in sparsely populated rural jurisdictions
 - d. All of the above
11. True or False: Prosecutors and defense attorneys generally participate in an adversarial process.
- True
 - False
12. Which of the following is NOT a potential ethical concern for a mental health court judge?
CHOOSE ONE ANSWER.
- a. Ex parte communications
 - b. Res judicata
 - c. Determining whether mental health court duties are covered by judicial immunity
 - d. Deciding which mental health court information ends up in the official court record
 - e. Deciding whether to recuse him/herself from sentencing for an unsuccessful program participant

13. True or False: A community corrections officer in mental health court may develop different standards for probation revocations based on work with mental health court participants.
- True
 - False
14. Which of the following are legitimate reasons that may prevent a behavioral health care provider from sharing everything she or he knows with the mental health court team?
- CHECK ALL THAT APPLY.
- a. The Health Insurance Portability and Accountability Act (HIPAA) and its regulations on health information
 - b. Counselor-client confidentiality
 - c. Federal and state regulations on substance abuse treatment
 - d. Dislike of other team members
15. Which of the following are signs of a “healthy” interdisciplinary mental health court team?
- CHECK ALL THAT APPLY.
- a. The judge begins to recommend changes in dosage for psychotropic medications
 - b. The case manager incorporates input on participant needs from behavioral health providers and community corrections officers into the participant’s case plan
 - c. The defense attorney sometimes sits silently when the team discusses whether the participant is complying with his/her treatment plan
 - d. The team members initially disagree on the appropriate way to handle a participant’s behavior, and the judge facilitates the conversation to hear the different perspectives and then makes a decision
 - e. The treatment provider has convinced the community corrections officer that individuals with mental disorders never really commit crimes
16. Which of the following are not eligibility criteria for mental health courts?
- CHECK ALL THAT APPLY.
- a. Current charge
 - b. Behavioral health diagnosis
 - c. Annual income
 - d. Residency in jurisdiction
 - e. Race
17. True or False: The existing research on mental health courts conclusively shows that mental health courts will have the best criminal justice and behavioral health outcomes for individuals diagnosed with schizophrenia, bipolar disorder, or major depression.
- True
 - False

18. Which of the following should a program consider to maximize recidivism reduction?
CHOOSE ONE ANSWER.
- a. Criminogenic risk factors such as age of first arrest, number of prior arrests, and number of prior days in jail
 - b. First come, first served
 - c. Case status (pre-adjudication vs. post-adjudication)
 - d. Current charges
19. True or False: Mental health courts will see participants who only have mental disorders, and drug courts will only see individuals with substance use disorders.
- True
 - False
20. Which of the following is true about mental health courts and people with other behavioral health issues such as traumatic brain injury (TBI) and developmental disabilities (DD)?
CHOOSE ONE ANSWER.
- a. Serving people with TBI and/or DD is not a goal of a mental health court
 - b. Research shows that people with TBI and/or DD benefit from mental health court programs
 - c. Mental health court programs must consider resources available in the program and the community to decide whether to serve people with TBI and/or DD
 - d. A mental health court should not serve individuals whose only diagnosis is TBI or DD
21. Which of the following may be appropriate ways to access individual health information for mental health court applicants and participants?
CHECK ALL THAT APPLY.
- a. Ask the behavioral health provider and say: "It's to help."
 - b. Share information through an MOU (memorandum of understanding)
 - c. Obtain written consent from the individual
 - d. Use a court order
22. True or False: Anyone can be a potential referral source to a mental health court.
- True
 - False
23. True or False: It is impossible to estimate the duration of an individual's participation in mental health court until the person is in the program and you can see how she or he does.
- True
 - False

24. Which of the following are important for designing a mental health court that complies with the law?
- CHECK ALL THAT APPLY.
- a. Including judges and attorneys in planning
 - b. Ensuring early appointment of qualified defense counsel
 - c. Providing staff training and access to emerging legal research
 - d. Consulting state and national experts and TTA (training and technical assistance) providers
 - e. Providing clear mental health court policies and procedures to program applicants
25. What is the best way of defining participant success in a mental health court program?
- CHOOSE ONE ANSWER.
- a. Having a flexible definition so that individuals may stay in the program indefinitely if they should need it
 - b. Having team leaders adapt the definition on a case-by-case basis
 - c. Creating specific guidelines to apply to all participants
 - d. Allowing for the individuals in the program to set their own definition of success
26. Which of the following is not a factor that must be considered when designing a participant's treatment plan?
- CHOOSE ONE ANSWER.
- a. Level of impairment
 - b. Motivation for change
 - c. Diagnosis
 - d. Strengths
 - e. Current charge
27. True or False: Assessment of participants should occur once towards the end of their time in the program so as to not disrupt their progress.
- True
 - False
28. Which of the following may be required to "graduate" from mental health court?
- CHECK ALL THAT APPLY.
- a. Adherence to individualized treatment plan
 - b. Achievement of goals in case plan
 - c. Completion of final program phase
 - d. Cure of mental illness
 - e. Compliance with conditions of supervision

29. True or False: Employment may be a distal, or long-term, goal for mental health court participants who are severely impacted by their disorders.
- True
 - False
30. Of the following members of the team or program partners, who may be involved in developing a participant's case plan, which includes treatment and supervision components?
- CHECK ALL THAT APPLY.
- a. The participant's supervising officer
 - b. The participant's family members or significant others
 - c. The participant's defense attorney
 - d. Representatives from other community supports
 - e. The participant
31. Which of the following team members should learn about the research on behavior modification in order to facilitate participant success?
- CHECK ALL THAT APPLY.
- a. Prosecutor
 - b. Defense attorney
 - c. Treatment provider
 - d. Supervising officer
 - e. Judge
 - f. Case manager
32. True or False: "Procedural Justice" is a new nighttime drama with young, attractive stars who play attorneys, judges, and other court staff.
- True
 - False
33. True or False: Equal parts positive encouragement and strict penalties have been shown to maximize behavioral change among individuals on community supervision.
- True
 - False
34. In which of the following ways could a new mental health court develop "incentives and sanctions"?
- CHOOSE AT LEAST ONE ANSWER.
- a. Find a list from another court off of the Internet and copy it verbatim
 - b. Develop an individualized list through work with each participant
 - c. Copy the ones used in drug court and change the word "drug" to "mental health"
 - d. Develop a list using a focus group of consumers or peer specialists

35. Why are mental health courts hesitant to use jail as a sanction?
CHECK ALL THAT APPLY.
- a. The participant may be re-traumatized by the experience
 - b. Jail is a relatively significant expense
 - c. Sending the participant to jail would separate him/her from community supports, including treatment
 - d. It would look poor on the program evaluation
36. Which of the following are true about process evaluations and outcome evaluations?
CHECK ALL THAT APPLY.
- a. A process evaluation describes how the program works, and an outcome evaluation describes whether it achieves its stated goals
 - b. A process evaluation can be done sooner after the program starts than an outcome evaluation can be done
 - c. Outcome evaluations generally involve more sophisticated analysis, including the use of a control group.
 - d. A process evaluation looks at behavioral health measures, while an outcome evaluation looks at recidivism reduction
 - e. Neither is useful. Mental health courts should only do cost-benefit analyses
37. Which of the following are important to program sustainability?
CHECK ALL THAT APPLY.
- a. Identifying different revenue options
 - b. Documenting the program's activities throughout the entire development process
 - c. Relying on grant funding so that the team can focus on program activities rather than fundraising
 - d. Engaging the advisory group
 - e. Building relationships with other programs
38. True or False: It is helpful for court team members to have separate Management Information Systems for behavioral health information and criminal justice information.
- True
 - False
39. True or False: The best way to address adverse events involving a mental health court participant or graduate is to wait until an event occurs and to tailor the program's response to the particular situation.
- True
 - False

40. Which of the following are some ways to engage stakeholders in your mental health court program?

CHECK ALL THAT APPLY.

- a. Organizing group training opportunities for members of the court team, such as conferences and retreats
- b. Preparing reports with statistics and case studies for the advisory group
- c. Involving the advisory group in strategic-planning decisions concerning the future of the program
- d. Holding gatherings for graduates of the mental health court program
- e. Training graduates of the mental health court to have a role in program operations, such as peer counseling or administrative assistance

Answer Key For Content Questions (Section A, Part 2)

Module 1: Understanding Mental Health Courts

1. **Correct answer: False.** Although there are a variety of mental health court models, most mental health court programs modify traditional court processes in that a participant's criminal case is "paused" while she or he receives behavioral health treatment and is supervised according to court-ordered conditions. If unsuccessful in the mental health court program, the participant returns to the normal processing of his/her case.
2. **Correct answer: a, b, and d.** A mental health court is one option for addressing a number of realities surrounding justice-involved people with mental disorders—which include their overrepresentation in the system, the fact that correctional supervision has been less effective, and that people with mental disorders and co-occurring substance use disorders have more criminogenic risk factors. While the mental health court process has many potential benefits, it is not necessarily shorter than a traditional court process (c). Finally, one of the hallmarks of mental health courts is that all participants make an informed choice to enter the program; no one should be coerced into participating in the program or receiving treatment (e).
3. **Correct answer: a, b, c, d, and e.**
4. **Correct answer: a.** Confidentiality is an essential element of a mental health court—information about individual participants and their case plans is shared only among members of the court team. Court teams may include judicial officers, treatment providers, case managers, defense attorneys, supervision officers, and court coordinators, among others. For the composition of a mental health court team, see *Module 3: The Mental Health Court Team*.
5. **Correct answer: False.** Stakeholders may be concerned that mental health courts "net-widen" in a number of ways. Some may worry that the existence of a mental health court makes it more likely that law enforcement officers will arrest individuals with the hope of connecting them to treatment through the program. Others may be concerned that the mental health court will mean that individuals are involved in the criminal justice system for longer than they would have been had their cases simply proceeded as normal. However, by being thoughtful about the target population for your program and the terms of participation—particularly the length of program involvement—you can design your program so that it does not lead to net-widening.

Module 2: Your Community, Your Mental Health Court

6. **Correct answer: b.** While many different combinations of stakeholders have successfully started mental health courts around the country, groups that do not include stakeholders from both the criminal justice system and the behavioral health system will generally face additional obstacles in starting a mental health court.
7. **Correct answer: a, b, c, and d.** Planners can use a variety of strategies to engage high-level stakeholders so that these very busy individuals can weigh in on appropriate strategic decisions and provide support where needed.
8. **Correct answer: a, b, c, and d.** There are numerous ways to define "recidivism," which can

measure rearrests, reincarcerations, or reconvictions (a). Jail bookings (c) are a common measure of recidivism. In order to do any sort of baseline measurement, the group to be measured must be clearly defined, which is why (b) and (d) are necessary. While (e) would provide interesting information about how much the target group is accessing behavioral health services, it is not necessary to calculate recidivism.

9. **Correct answer: False.** A good planning process can take six to nine months in order to identify all stakeholders, map all community needs, and build consensus about the program's goals. It is common for programs to start small with a couple of participants to try out and then refine policies and procedures. For more discussion on starting with a pilot program, see *Module 8: Launching and Sustaining Your Program*.
10. **Correct answer: d.** A careful and complete inventory of available services and supports needs to be conducted during the planning phase and regularly revisited once the program is operational. Program participants' success and the success of the mental health court largely depend on the capacity to link participants with appropriate services and supports as soon as they are enrolled in the program.

Module 3: The Mental Health Court Team

11. **Correct answer: True.** The U.S. legal system is described in Black's Law Dictionary as an "adversary system" and as a system "involving active and unhindered parties contesting with each other to put forth a case before an independent decision-maker."
12. **Correct answer: True.** Officers supervising mental health caseloads, whether in mental health court or not, should be mindful that the needs and capacities of individuals under their supervision are likely to differ. At the same time, mental health court community corrections officers may well have smaller caseloads, increasing the likelihood that they will observe non-compliant behaviors. Community corrections officers should consult state law and departmental policy about revocations for technical violations as well as incorporate evidence-based practices on the imposition of sanctions and incentives. For more details, see *Module 7: Facilitating the Success of Mental Health Court Curriculum*.
13. **Correct answer: a, b, and c.** Behavioral health care providers often have good reasons for restricting how personal health information is shared based on privacy law and the trust that is necessary in a therapeutic relationship. They should work together with other members of the mental health court team to determine what information is necessary for program operations. For more details, see *Module 5: Designing Policies and Procedures for Program Participation*.
14. **Correct answer: b, c, and d.** "Role-switching" (a) not only fails to make use of the expertise of each team member, but also can lead to violations of professional ethics. In (e), the team is out of balance, and one perspective, here the legitimate corrections experience, has been eliminated so that the program is no longer serving its role of protecting public safety.
15. **Correct answer: False.** Problem-solving courts can raise some potential areas of conflict with the judicial code of ethics. However, to date, few states have explicitly ruled on these issues, and judges should be sure to consult their own states' codes and advisory committees on judicial ethics. Designing program policies and procedures to avoid potential conflicts will be discussed in detail in *Module 5: Designing Policies for Program Participation*.

Module 4: Target Population

16. **Correct answer: c and e.** Current charge (a), behavioral health diagnosis (b), and residency (d) may all be used as eligibility criteria for a mental health court program, depending on available resources and stakeholder priorities.

Neither income (c) nor race (e) is relevant to whether an individual will benefit from the program. While income may be related to access to indigent defense services or entitlement programs, it is not a criterion for mental health court admission. Defining program access by race would be an unconstitutional violation of the due process rights provided by the 5th and 14th Amendments of the U.S. Constitution.

17. **Correct answer: False.** There is no conclusive research that supports that individuals with certain diagnoses will benefit from mental health courts more than individuals with other diagnoses.

18. **Correct answer: a.** Research from problem-solving courts and the criminology and behavioral health fields generally recommends that mental health courts focus on individuals with moderate to high criminogenic risk levels to reduce recidivism to the greatest extent (a).

Research suggests that including individuals with felony charges in the program can facilitate greater cost savings than including only individuals with misdemeanor charges, but is not conclusively linked with less recidivism (d). There is no currently available research showing better results for pre- or post-adjudication programs (c). And while a first-come, first-served approach might be simpler to administer, it would not be an efficient allocation of resources (b).

19. **Correct answer: False.** It is not possible to separate individuals with substance use disorders from those with mental disorders, as there is a high degree of overlap (or co-morbidity) between mental health and substance use disorders. There are also similarities in presentation between certain mental disorders and certain substance use disorders.

20. **Correct answer: c.** Specific mental health court programs must determine whether they have the resources available to accept participants with TBI and/or DD.

Mental health court programs aim to serve people with behavioral health needs, which include individuals with TBI and/or DD (a). However, there is no conclusive research indicating whether mental health court programs reduce the rates of recidivism or improve the quality of life for individuals with these conditions (b). As a result, there is no indication that programs should exclude individuals who are only diagnosed with TBI and/or DD (d).

Module 5: Designing Policies and Procedures for Program Participation

21. **Correct answer: b, c, and d may all be appropriate, depending on the circumstances.**

Mental health court programs should design procedures to ensure written consent for behavioral health care providers and others covered by the Health Insurance Portability and Accountability Act (HIPAA) or other information privacy regulations to share protected information (d). In an emergency, a court order can also be used (b). A MOU between two government agencies (c) may be another appropriate way to ensure quick and secure transfer of information where permitted.

The behavioral health provider is not legally permitted to share an individual's health information based simply on a request, nor does such a practice respect the individual's privacy (a).

22. **Correct answer: True.** However, programs should develop materials that clearly lay out eligibility criteria to minimize inappropriate referrals.
23. **Correct answer: False.** To make an informed choice, an individual should be aware of all terms of participation—including the maximum duration—before deciding to apply to the program. The duration should not exceed the length of incarceration or probation that would be appropriate for the his/her charges in the traditional court setting.
24. **Correct answer: a, b, c, d, and e.** Stakeholders with legal expertise should be included in the planning process; in addition, judges and attorneys will be critical stakeholders in the program (a). Ensuring that defense counsel is appointed early in the process is critical to protecting participants' rights (b). With approaches as new as problem-solving courts, it is important to keep up with relevant new laws and court rulings (c). Consulting other experts is invaluable to gaining knowledge of best practices in establishing a program (d). Finally, potential participants must be made aware of the program's policies and procedures so that they can make an informed choice to participate and be aware of any rights they waive by doing so (e).
25. **Correct answer: c.** In order to treat all participants fairly and ensure that resources are being used most effectively, mental health court policies should have a clear definition of success that applies to all participants. A universal definition of success can have components that are based on individual needs and goals. For example, a requirement that all program graduates must be in substantial compliance with their treatment plan is a universal definition of success that incorporates individualized requirements based on needs and capacities.

Although mental health court programs differ from traditional courts in that proceedings are more individualized, some degree of uniformity across participants is still important for fairness and predictability (a). Allowing individuals to remain in the program indefinitely is not an efficient use of resources (b). Although success should relate to the goals in the participant's treatment plan, some of the goals may not be attainable within the relatively short duration of the mental health court program (d).

Module 6: Case Planning

26. **Correct answer: b.** The focus of the treatment plan is to manage the participant's mental illness (and other behavioral health needs) and encourage recovery. The plan should be based on factors identified through an assessment process, which would identify strengths (c), level of impairment (e), motivation (a), and may lead to a diagnosis (d). While charges may be relevant to the duration of the program, they are not helpful in crafting a treatment plan.
27. **Correct answer: False.** To best gauge and support a participant's progress, team leaders should perform assessments throughout an individual's participation in the program at regular intervals following the initial assessment that is used to develop the case plan.
28. **Correct answer: a, b, d, and e.** Adhering to the treatment plan (e), achieving the goals in the case plan (a), completing the final program phase (b), and complying with the conditions of supervision (d) are all reasonable requirements for graduation from a mental health court program.

Mental disorders often follow individuals throughout their lives, and so it is unrealistic to expect to “cure” a mental disorder (c) during a court program; it is key that the treatment plan incorporates realistic goals.

29. **Correct answer: True.** For individuals who experience severe impairment from their mental disorders, it may take time to achieve sufficient stability for employment to be a realistic goal. Other distal goals may include consistent medication management, development of pro-social behaviors, established community networks of support, and stabilization of mental health needs.
30. **Correct answer: a, b, c, d, and e.** It is customary and important for the case plan to be informed by both the mental health court team and the participant; family members, significant others, and representatives from other supports may also be included if deemed appropriate by the team.

Module 7: Facilitating the Success of Mental Health Court Participants

31. **Correct answer: a, b, c, d, e, and f.** All team members may have an impact on participants’ success and could benefit from awareness of current research on behavior modification.
32. **Correct answer: True.** Procedural justice is a term for the level of fairness, reason, and transparency involved in the process of decision-making. Initial research shows promising results that the perception of justice, or fair treatment, may contribute to positive outcomes among mental health court participants.
33. **Correct answer: False.** Research has shown that maximum behavioral change is achieved when forms of negative reinforcement such as strict penalties are outweighed by forms of positive encouragement in a ratio of 4 to 1.
34. **Correct answer: b, and d.** In addition to working directly with participants, team members may also use focus groups to help assess what participants are likely to perceive to be rewards and punishments (b). Incentives and sanctions should be tailored to individual participants (d).

While incentives and sanctions developed for drug court programs can be useful guides, each potential incentive and sanction should be carefully considered for its appropriateness for individuals with mental disorders (c). It may not be appropriate to copy verbatim a list of incentives and sanctions that another court has developed, but it might be helpful to consult what other programs develop as a starting off point (a).

35. **Correct answer: a, b, and c.** Incarceration may increase an individual’s level of anxiety (a), incur large costs (b), and/or sever or hinder his/her relationships in the community (c).
The image of the program should not play a role in creating a participant’s case plan (d).

Module 8: Launching and Sustaining Your Program

36. **Correct answer: b and c.** A process evaluation assesses whether the program operates in the way that it was intended, while an outcome evaluation assesses whether the program meets its intended goals. Therefore, it may take longer for the program to develop the data needed for an outcome evaluation. Both process evaluations and outcome evaluations are valuable in sustaining and improving your program.

37. **Correct answer: a, b, d, and e.** An aspect of sustainability planning is to proactively assess and seek funding options, rather than relying on receiving a grant when more funds are needed (c).
38. **Correct answer: False.** Ideally, a management information system (MIS) will include all behavioral health and criminal justice data with specified permissions so that personnel can see only the information permitted by privacy law and required for their positions. Integrating or bridging the two areas together whenever possible will facilitate access for all members and prevent duplicate efforts. However, in many jurisdictions, this integration may not be possible due to cost concerns, agency-specific record-keeping requirements, and the legal need to keep the information separate.
39. **Correct answer: False.** It is best to have a plan in place before unfortunate events arise, as it may be difficult to coordinate a response in the face of a crisis.
40. **Correct answer: a, b, c, d, and e.** The advisory group, court team members, and program graduates are all stakeholders who should play a part in developing and sustaining the mental health court. Sharing news and information, soliciting expertise, and creating opportunities for people to make personal connections are key ways of maintaining stakeholders' commitment and interest in the program.

Part 3. Attitudes

The following questions can be used to get a sense of respondents' attitudes toward mental health (statements under question 1) and mental health courts (statements under question 2).

1. Please indicate how strongly you agree or disagree with the following statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
People with mental disorders are more violent than people without mental disorders.					
Increased spending on mental health services is a waste of money.					
Anyone can have a mental health disorder.					
Mental health services should be provided in the community as much as possible.					
I feel more comfortable interacting with someone who is receiving treatment for a health condition (e.g., cancer, diabetes) than a mental disorder (e.g., depression).					
One of the main causes of mental illness is a lack of self-discipline and will power.					
You can always tell if someone has a mental disorder.					
Treatment can help people with mental illness lead normal lives.*					
People are generally caring and sympathetic to people with mental illness.*					

*Source: Centers for Disease Control and Prevention, Substance Abuse and Mental Health Services Administration, National Association of County Behavioral Health & Developmental Disability Directors, National Institute of Mental Health, The Carter Center Mental Health Program. *Attitudes Toward Mental Illness: Results from the Behavioral Risk Factor Surveillance System (BRFSS)*. Atlanta, GA, Centers for Disease Control and Prevention, 2012.

2. Please indicate how strongly you agree or disagree with the following statements.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Mental health courts are the best way for courts to address defendants' mental health issues.					
Mental health courts are an efficient use of resources.					
Defense counsel are often marginalized in mental health court programs.					
Prosecutors are often a barrier to getting participants into the program.					
Mental health courts and other alternatives are soft on criminals.					

Part 4: Your Training Needs

1. Please list and rank the three things that you would most like to learn about during this training:

1) _____

2) _____

3) _____

2. If you are in an existing mental health court program, what are the challenges you are encountering that you'd like to learn how to address?

1) _____

2) _____

3) _____

3. Please indicate how familiar you feel with the different areas below.

	Not at all Familiar	Slightly Familiar	Familiar	Somewhat Familiar	Very Familiar
Symptoms and terminology of mental disorders and principles of effective treatment					
Your mental health system					
Treatment options and resources in your community					
How a case proceeds through your criminal justice system					
The stakeholders in your criminal justice system and their roles					
The existing options to divert people with mental disorders from your criminal justice system					

4. Are there certain skills that you would like to develop that would help you do your job better? Please list.

- 1) _____

- 2) _____

- 3) _____

Section B. Determining Team Dynamics

Part 1. Questions for New Mental Health Court Teams

1. Have the following members for your mental health court team been identified?

CHECK ALL THAT APPLY.

- a. Judge(s) who would be presiding over the court
- b. Corrections official
- c. Prosecutor
- d. Defense attorney
- e. Court coordinator
- f. Case manager
- g. Behavioral health clinician
- h. Pretrial and/or Probation officer
- i. Consumer
- j. Informal supports for consumers (e.g., family members, friends)
- k. Other, please describe: _____

2. Have the identified mental health court team members worked together in the past?

CHECK ONE.

- a. Not at all
- b. Some have worked together
- c. Most have worked together
- d. All have worked together
- e. Other, please describe: _____

3. In what context have the identified mental health court team members worked together?

CHECK ALL THAT APPLY.

- a. Individual treatment
- b. Team planning
- c. System level activities
- d. Other, please describe: _____

4. What are some of the challenges that you encountered with working with the identified team members or similar teams in the past?

Part 2. Questions For Existing Mental Health Court Teams

1. How has your role as a professional changed since getting involved with the mental health court program?

2. Please indicate how you feel with regard to the following statements.

	Not at all	Mostly not	Moderately	Very	Extremely
How comfortable are you with working with mental health court team members?					
In your opinion how comfortable are you about your role on the mental health court team?					

3. Please indicate how strongly you agree or disagree with the following statements.*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The team fully understands the purpose/mission of the program.					
The team has clearly established policies and procedures that govern how your team operates.					
Team members respect other team members.					
Team members are committed to the program.					
My team manages conflict and disagreement in a constructive and supportive way.					
My team collaborates well to solve problems and make decisions.					
Each team member understands his/ her role on the team.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All team members understand the roles and responsibilities of other team members.					
Team members are recognized for their work and contributions to the program.					
I feel valued on the team.					
I feel that I can raise concerns to my team members and that I will be heard.					
My team members share information effectively.					
My team members listen well to each other.					
My team communicates well with other agencies and partners.					
My team addresses conflict directly when it arises.					
Participation is encouraged in our team meetings.					
The leader of the team manages the team effectively.					
The leader of the team guides and facilitates team meetings.					
I can count on my team members to follow through on what we decide upon in meeting.					

*Adapted from Gavin, Frank P, *Building an Effective Drug Court Team: Curriculum for a Team Building Workshop. Instructor's Manual* (OJP Drug Court Clearinghouse and Technical Assistance Project, July 2002).

4. What do you think is your mental health court team's greatest strength?

5. What do you think is your mental health court team's greatest weakness?

Section C. Assessing Technological and Logistical Needs

1. Do you have access to the following?

Computer: Yes No

YouTube: Yes No

Internet Capability: High speed Internet; Dial-up Internet; No Internet capability

Conference calling (for holding calls with up to your entire mental health court team):

Yes No

Online meetings (video conferencing): Yes No

2. Do you anticipate any of the following challenges with accessing the curriculum?

CHECK ALL THAT APPLY.

Security settings

Firewalls at work

Other, please describe: _____

3. Do you have an information technology (IT) person to help you with technical issues?

Yes No

4. On a scale of 1 to 5 where 1 is not at all comfortable and 5 is extremely confident, how confident are you with: (check one for each)

	Not at all Comfortable	Mostly not comfortable	Moderately comfortable	Very comfortable	Extremely comfortable
Using self-paced online modules					
Downloading PDFs					
Holding conference calls (for holding calls with up to your entire mental health court team)					
Holding online meetings (video conferencing)					

5. Do you have any special needs or require certain accommodations that you would like the facilitator to know about?

Yes No

6. After the training is complete, how do you plan to continue meeting with your mental health court team?

CHECK ALL THAT APPLY.

- a. Meet regularly in person
- b. Meet regularly on conference calls
- c. Meet regularly using online meetings

7. Would you be interested in co-facilitating group discussion during the training?

- Yes; On which topics: _____
- No