Enhancing Program Success and Sustainability for Women in the Justice System

Targeting System Change Strategies
Overview

• Introductions and Overview
• System Change Strategies
• Franklin County, Ohio: Gender-Responsive System Change in Practice
• Questions and Answers
Speakers

• Maria Fryer, Justice System and Corrections Policy Advisor for Substance Abuse and Mental Health, Bureau of Justice Assistance, U.S. Department of Justice
• Becki Ney, Project Director, Principal, National Resource Center on Justice-Involved Women (NRCJIW), Center for Effective Public Policy
• Melissa Pierson, Deputy Director of Justice Services, Franklin County, OH Office of Justice Policy and Programs
• Chief Deputy Geoffrey Stobart, Franklin County, OH Sheriff’s Office
• Allison Upton, Project Manager, Council of State Governments (CSG) Justice Center
Bureau of Justice Assistance

BJA helps to make American communities safer by strengthening the nation's criminal justice system: Its grants, training and technical assistance, and policy development services provide state, local, and tribal governments with the cutting edge tools and best practices they need to reduce violent and drug-related crime, support law enforcement, and combat victimization.

To learn more about BJA, visit www.bja.gov, or follow us on Facebook (https://www.facebook.com/DOJBJA/) and Twitter (@DOJBJA).

BJA is part of the Department of Justice’s Office of Justice Programs.
National **nonprofit, nonpartisan** membership association of state government officials

Represents **all three** branches of state government

Provides **practical** advice informed by the best available evidence
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National Resource Center on Justice Involved Women (NRCJIW)

• Primary Goal: Provide resources and tools to professionals to equip them to be more successful in their work with justice-involved women.

• Administered by the Center for Effective Public Policy in partnership with Orbis Partners, University of Cincinnati, Women’s Prison Association, CORE Associates, The Moss Group, National Association of State Mental Health Program Directors - Center for Innovation in Trauma Informed Approaches, and the National Institute of Corrections.
Ways We Carry Out Our Mission

• Web site: www.cjinvolvedwomen.org
  – Resources
  – Newsletter
• Training events and webinars
• Technical assistance

• Written Resources
  – Communications Toolkit
  – Women who Perpetrate Violence
  – Trauma-Informed Care for Corrections Professionals
  – A Consumer’s Guide to Understanding Research
  – Gender Responsive Discipline and Sanctions Toolkit for Women’s Correctional Facilities
What Does it Mean to be Gender Responsive?

• Acknowledge the realities of women’s lives and how they may differ from men
  – Pathways to offending
  – How relationships shape their lives
• Adjust our practices in ways to respond appropriately to these conditions

Implementing GR practices at both the systemic and program level can be challenging.
Start with the End in Mind…

- Successful program outcomes
- Sustained (and expanded) program funding
Engage Stakeholders

• Who will have a stake in the program’s success?
• Whose support is critical?
• Who may present an obstacle?
• Who may be a natural ally?
• What opportunities exist to engage stakeholders in meaningful ways?
Engaging Stakeholders: Strategies

- Invite stakeholders to observe the program
- Conduct interviews/small group discussions with key individuals and groups
- Provide regular updates
- Develop news articles
- Conduct training events
- Establish an advisory group

What strategies have you employed to engage stakeholders?
Use Analytic Tools to Develop System Change Strategies

A few tools include:

- SWOT
- Mapping
- GRPPA
Conduct a SWOT Analysis: Strategies
Create a Criminal Justice System Map
Conduct a GRPPA

• Use the National Institute of Correction’s Gender-Responsive Policy and Practice Assessment (GRPPA) to evaluate current gender responsive policies and practices

• https://nicic.gov/gender-responsive-policy-practice-assessment
Build Collaborative Partnerships

• What agencies can help to enhance and sustain service delivery to the women served by the program?
• What are strategies for building strong cross-agency collaborations in order to better coordinate the services provided?

What agencies do you partner with?
Building Collaborative Partnerships: Strategies

✓ Establish a multidisciplinary policy team
✓ Partner with key community organizations
  ▪ Consider the strengths that each bring to the partnership and how they can be capitalized on
  ▪ Identify existing resources and points of intervention that must be addressed together
✓ Cross train staff
✓ Establish a collaborative case management team
Tell Your Story

• What data are you collecting about your program?
  – Quantitative and qualitative
  – Process and outcomes
• How can data and information be used to tell your story?

How are you using program data to tell your story?
Telling your story: Strategies

- Develop a communications plan
- Raise awareness and educate
- Use multiple avenues of communication (print, electronic, social media)
- Give the women a voice
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System Engagement from a Local Perspective

Pathways to Women’s Healthy Living Inaugural Graduation 4/28/16
Every resident, every day.
Pathways In a Nutshell

• Launched February 2016.
• Program seeded with FY 2015 Justice and Mental Health Collaboration funding.
• Developed to address the disproportionate number of females incarcerated in the local jail with an identified mental health and/or co-occurring disorders.
• Little programming available in the jail due to physical layout.
• Gender responsive and trauma informed still only concepts.
• Data collection limited due to an antiquated Jail Management System.
Pre-Release Program Specifics

- Voluntary program participation.
- Females
- Multiple arrests
- Diagnosed co-occurring and/or mental health diagnosis
- 10 weeks incarceration remaining (ideal)
- CBT and pro-social activities
- Originally met 2x’s per week for 2 hrs
- Expanded to 4x’s per week to include an evening recovery management group and Friday Arts Expression and Yoga sessions
Pre-Release Screening and Assessment

Ohio Risk Assessment System (ORAS) *
Brief Jail Mental Health Screen (BJMHS)
Clinical Opiate Withdrawal Scale (COWS)
Adverse Childhood Experiences (ACE)
Drug Abuse Screening Test (DAST)
Alcohol Use Disorders ID Test (AUDIT)

*Availability of additional clinical diagnostic assessments

Program Curriculum

- Transitioning from Getting It Right to Breaking the Cycle (Change Company)
- A Women’s Way through the 12 Steps (Stephanie Covington)
- Peace Love Creator’s Program
- Yoga
- ONIONomics financial literacy
- Whole Health Action Management (WHAM)
- Wellness and Recovery Action Plan (WRAP) - coming soon
Post-Release Program Specifics

- Voluntary
- Smaller sub-set of the pre-release program
- ORAS - medium to high risk
- Access to team of peer support staff
- Opportunity to be linked with a CIT officer
- Transportation assistance
- Housing assistance
- Supportive services assistance
- Planned group activities, i.e. cooking class, baseball game, recovery meeting attendance, Recovery Rally, etc.
Engage Stakeholders through Inclusion and Excitement

Cohort #1 Graduation 4/28/16

Cohort #5 Graduation 6/1/17

Cohort #7 Graduation 11/17/17

Cohort #10 Graduation 8/24/18
## SWOT Analysis

### Strengths:
1. Committed, licensed and professional staff
2. Partnership with the Sheriff's Office, Columbus Police and other community agencies
3. Upper Management & Commissioner Support
4. Commitment to data collection and measuring impact
5. Funding
6. Hiring of Peer Support Staff to provide support in the evenings and on weekends
7. Space dedicated to host program in the jail
8. Timing and momentum
9. Some recovery housing
10. Continuum of care for AOD treatment including pre-release MAT access
11. Medicaid Expansion State

### Weakness:
1. Never enough case management staff to meet the needs of the participants
2. Response to histories of significant trauma
3. Stable housing
4. Mental health treatment pre and post release
5. CBT curriculum that meets the needs of the jail population and is also gender responsive
6. FCSO staffing to support additional programs
7. Limited amount of time to work with the participants to effect change and meet dosage for risk/needs
8. Ability of CIT officers to commit to Program do to competing demands
9. Charge disparity limits eligibility of many black females to participate

### Opportunities:
1. Significant FY 2018 federal funding targeting the Opiate Public Health Crisis
2. Expanded MAT access in the jail and post release
3. New jail - anticipated open date in 2020
4. Willingness of FCSO Corrections to implement a range of programs including a Veteran's Therapeutic Community, Female Honor Dorm, etc.
5. Mobilization of the community to support Pathways efforts
6. Addition of WRAP planning

### Threats:
1. Loss of funding
2. Loss of political will
3. Loss of committed staff that "get it"
4. Shortage of Behavioral Health professionals
5. Staff burnout and compassion fatigue
Justice System Mapping
Conduct a Gender Responsive Policy and Practice Assessment

Research, Practice, and Guiding Principles for Women Offenders

Gender-Responsive Strategies
Build Collaborative Partnerships
Develop a Communications Plan to Build Awareness

The Columbus Dispatch

Franklin County program helps frequently jailed women chart new path

Columbus Dispatch Interview

Columbus Dispatch Interview

WBNS Interview w/ Pathways Graduates
WBNS Interview w/ Pathways Graduates

Tell Your Story
This is Miss Stella

40 years in and out of the system, 4 trips to prison, dozens of jail stays, hundreds of arrests.

1 new apartment
1 new life

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<th>1 yr post</th>
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<td># of Keep Separates Post Program</td>
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Data Limitations: Reflects Franklin County arrests and Jail Bed Nights only
Jail Per Diem @ $96.89
Franklin County Sheriff’s Office

Building a State of the Art Jail Facility that Incorporates and Embraces Gender Responsive Policy and Operational Practices
Franklin County Corrections Center I
About Franklin County

- 43 cities, villages, townships
- 28 law enforcement agencies
- 2330 beds
- 2150 avg. daily population
Challenges

THE JAIL ISSUES
• Jail is *de facto* mental health treatment facility
• Jail is *de facto* detox and AOD treatment facility
  • Jail is *de facto* homeless shelter
  • Many underserved Veterans
• Disproportionate impact to communities of color, communities of poverty, immigrants, and marginalized groups
  • Women are fastest growing population
  • Many are pre-trial and not yet convicted of any crime

BUT JUST HOW BIG ARE THE PROBLEMS?
• What resources are needed to address them?
• Who will pay for it and how much will it cost?
  • What happens if we do nothing?
GOAL: CREATE A MODEL FACILITY

- Direct Supervision
- Behavior Management
- Restrictive Housing
- Mental Health Care
- Substance Abuse
- Gender Responsive

The latest in operational and design thinking
PLAN THE OPERATION FIRST…

then DESIGN the Building!
Gender Responsive Design
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Contact Information

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