

Preface

For most of our careers, we have devoted our work to generating knowledge about “what works,” mostly aimed at improving criminal justice outcomes for offenders. Both of us have advanced new ideas and concepts in judicial and corrections programs to address the criminogenic needs of offenders, primarily substance abusers and high risk offenders. Steven Belenko conducted extensive research on treatment needs and substance abuse treatment interventions for drug-involved offenders including prosecutorial diversion programs, drug courts, and prison treatment. Faye Taxman has devoted extensive work toward developing, testing, and refining models of continuum of care and seamless system in probation, prison, and jail settings. And, she has worked on testing new models for facilitating the advancement of researcher–practitioner partnerships as well as interventions to promote organizational change. We both have worked extensively in collaboration with practitioners and policy makers to demonstrate that the criminal justice system can deliver effective interventions that improve the quality of life for offenders, their families, and communities. The implications of our work, along with other colleagues, are that it is important to offer services within the corrections and criminal justice settings as a tool to improve both public safety and public health. We strongly believe that the corrections system should be part of the service delivery system in the USA, including integrated behavioral and health services that promote boundaryless systems. The high concentration of offenders with substance use disorders, mental health problems, and infectious diseases demands a new paradigm.

Along the way, we both realized that the issues were increasingly less about the research on “what works” (or identifying services that improve behaviors) and more about: (1) the degree to which the community corrections and other criminal justice organizations and society at large believe that research findings are useful for crime prevention efforts; (2) the techniques that community and institutional corrections agencies can use to reduce widespread barriers and resistance to organizational change; (3) the willingness of corrections and other justice agencies to consider effective ideas and strategies from other disciplines that seek to change behavior; and (4) the willingness of addiction treatment, mental health, and other behavioral services agencies to provide care for offenders.

The “aha” moment evolved slowly as both of us pursued our own work during an era of increasingly punitive sentencing policies and enormous increases in incarceration and community control. This era coincided with a growing recognition that the general punishment tools of the corrections system did little to promote a drug- or crime-free lifestyle; in fact, in many ways it contributed to the growing cynicism about the intentions and effectiveness of the justice system. We noted that many of the offenders affected by these punitive policies had underlying drug abuse disorders. Our own work evolved as a result of being exposed to a health services framework and becoming practicing “health services criminologists.” The growing research on behavioral health interventions transformed our own contributions to criminology and criminal justice as we learned more about the stages of behavioral change and how different types of interventions or techniques can facilitate such change. Through this lens, we began to understand that the lessons from health services research and intervention science were applicable to the problems of interventions in targeted settings like the corrections and judicial systems. The growth of new research and tools to advance organizational change, and the emergence of a new science of implementation, also caught our attention.

At the same time, the addiction treatment field was undergoing its own metamorphosis. This specialty field of care was the subject of several important and critical reports by the Institute of Medicine. The IOM “Bridging the Gap” report in 1996 emphasized the need to improve the type and quality of care offered to those that suffered from an addiction disorder. This report triggered many new studies devoted to the quality of addiction treatment, the infrastructure needs of the field, and the barriers to advancing clinical practice. The focus of the IOM report on improving the adoption of evidence-based practices in the addiction treatment system coincided with the needs and demands of the corrections and larger justice systems – the unmet needs of service delivery agencies given the unserved client-level needs. In our view, the similarities between the needs for change in addiction treatment and criminal justice/community correction agencies were glaring. More importantly, while a number of research-based and effective interventions to reduce recidivism and drug use had been identified over the years, it was clear that these evidence-based practices were not being disseminated widely, or being sustained over time once they were implemented. As the evidence-based practices and treatment methods gained momentum, it was apparent that renewed attention to implementation and methods to advance organizational change processes were sorely needed.

This book actually started as part of an idea that Steven Belenko had to establish the Center on Evidence-based Interventions for Crime and Addiction (CEICA) (during his tenure at the Treatment Research Institute, and codirected by Drs. Belenko and Harry K. Wexler). They organized a CEICA conference in December 2006 that brought together researchers, practitioners, and policy makers to discuss the challenges of implementing effective addiction treatment programs for offenders. Shortly thereafter, the National Institute of Corrections provided a grant (PI, Dr. Belenko, Drs. Taxman and Wexler co-PIs, Cooperative Agreement 06PEI06GJN8) to produce a white paper on this topic that served as an impetus for this book and our ongoing work on implementation.

At the same time, Faye Taxman was working with the Maryland Division of Probation and Parole on an implementation project revamping probation supervision, to include officers using adapted motivational interviewing and cognitive restructuring techniques as well as using risk and need assessments to inform supervision plans. This project is part of a 20 year agreement that Dr. Taxman has with this agency to implement innovations (EBP) and to engage in technology transfer efforts, and has brought to light many of the challenges confronting community corrections agencies trying to move from an enforcement model to EBP.

Both of us have ongoing research that propelled further work in this area. Steven Belenko (Temple University) and Faye Taxman (George Mason University) each direct centers engaged in implementation research to test various implementation, organizational change and process improvement strategies to increase the use of evidence-based practice in corrections agencies; these are part of the Criminal Justice Drug Abuse Treatment Studies (CJDATS) cooperative agreement, funded by the National Institute on Drug Abuse. Dr. Taxman also directed the national surveys of the criminal justice agencies that revealed many of the issues addressed in this book regarding the low uptake of EBP, and the organizational dynamics that affect the inability for science to penetrate traditional practice.

Our careers are turning now as we embark on new studies that build on this framework of intervention science and implementation science. This budding field builds upon our own training, and a research framework incorporating Patton's (1987) utilization focused evaluation methods, action research, and policy focus. But our new research agendas allow for more attention to the methods and techniques to support organizational and systems change.

This book is the culmination of many years of funding and research that we both share. Some of our funders have been the National Institute on Drug Abuse, National Institute on Alcohol Abuse and Alcoholism, Center for Substance Abuse Treatment, National Institute of Justice, National Institute of Corrections, Bureau of Justice Assistance, State Justice Institute, Edna McConnell Clark Foundation, and Robert Wood Johnson Foundation. Steven Belenko acknowledges the following people who have influenced his research and thinking about how to improve criminal justice practices and policies and reduce the harms caused by drug abuse: Tom McLellan, Richard Dembo, Jeremy Travis, Dean Fixsen, Ken Schoen, the late Jack Novik, Nancy Wolff, Joseph A. Califano, Jr., Anne Swern, his CJDATS colleagues, and the many drug court judges with whom he has had the pleasure to work. Faye Taxman acknowledges the following people that have shaped her own views including Judith Sachwald, Ernest Eley, Jasper Ormond, Tom Williams, Peter Luongo, Justin Jones, and others that each day try to import EBP into the justice and addiction treatment settings. Dr. Taxman's mentors and collaborators in the field include Edward Latessa, Todd Clear, Tom McLellan, Doug Anglin, the late Doug Longshore, James Byrne, Dwayne Simpson, and the late Don Gottfredson. Navigating the pathway to study the issues related to adopting EBP has been Peter Friedmann, Doug Young, Craig Henderson, Jeff Bouffard, Susan Turner, David Weisburd, Danielle Rudes, Shannon Portillo, Karen Cropsey, and CJDATS collaborators, to name a few. We both acknowledge Redonna Chandler for her insights and

contributions to our work. Both authors shared equally in the conceptualization, background research, and writing of this book.

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It is not surprising that implementation studies are receiving increasing attention. This book is dedicated to the practitioners, policy makers, and scholars that seek to improve the quality of addiction treatment and other behavioral health programming to reduce recidivism and relapse to drug use among the enormous numbers of offenders in need of services. Theirs is a noble venture, and one that demands our full attention and support. We are committed to advancing knowledge in this field and hope that this book stimulates new research, new synergies to implement EBP, and new organizational efforts to deliver the most effective services possible to the greatest number of people. The realization that the corrections system should be a service delivery system would fulfill our aspirations for an effective crime control policy that recognizes the value of community corrections and addiction treatment services.

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