

# Sustainability: The Next Big Thing Begins Now

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# Sustainability Reference



- ❖ *Sustainability for publicly-funded behavioral health and justice grant programs: A model for stability and success.*
- ❖ Delmar, NY: SAMHSA's GAINS Center for Behavioral Health and Justice Transformation
- ❖ Charlier J., & McDonnell, M. (2012)

# Be, Do, Know



- ❖ Start early with **KNOW**ing what is needed for sustainability
- ❖ Move early to **DO**ing things that promote sustainability
- ❖ Repeat the work of **BE**ing sustainable

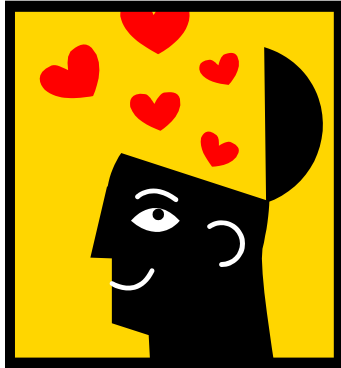
# Start Early, and if not, Start Now

## “Day 2”

- ❖ The time when a program incorporates an external, future focus into daily activities
- ❖ Establish sustainability early in a program’s DNA before day-to-day operations monopolize the agenda



# Sustainability: Two Interlocking Pieces



## CONCEPTUAL and PRACTICAL SUSTAINABILITY

- ❖ Conceptual (HEARTS) sustainability about perceived value
- ❖ Practical (MINDS) sustainability about quantifiable value
- ❖ Must build both over the long run
- ❖ Consider the time element to develop and deploy both

# Conceptual Sustainability

## WHAT'S IT ALL ABOUT?

- ❖ Shaping the future
- ❖ “Land of ideas”
- ❖ Achieving the future by doing realistic, manageable activities now...
- ❖ ...so your vision and mission is still relevant when the future arrives



# Conceptual Sustainability Cycle

## REPEATING ACTIVITIES (BE)

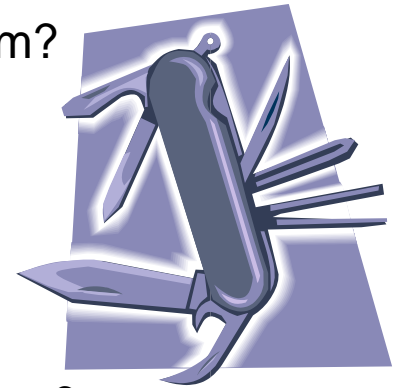


- ✓ Know what the heart -perceived value- wants
- ✓ See (Know) where you want to be
- ✓ Know how far you need to go
- ✓ Check-In (Do)
- ✓ Create (Do) your engagement mechanisms

# KNOW What the Heart Wants

## WHY DO YOU EXIST? WHAT IS YOUR PURPOSE?

- ❖ What events took place (are still taking place) that created the initial sense of purpose and/or sense of urgency?
- ❖ What is the need/problem/gap that created the program?
- ❖ What is/was the starting vision?
- ❖ Who were the initial supporters, champions and creators?





# See (KNOW) Where You Want to Be

## LOOKING THROUGH YOUR SUSTAINABILITY TELESCOPE

- ❖ Know what you want to sustain
- ❖ Environment
- ❖ Context
- ❖ Culture



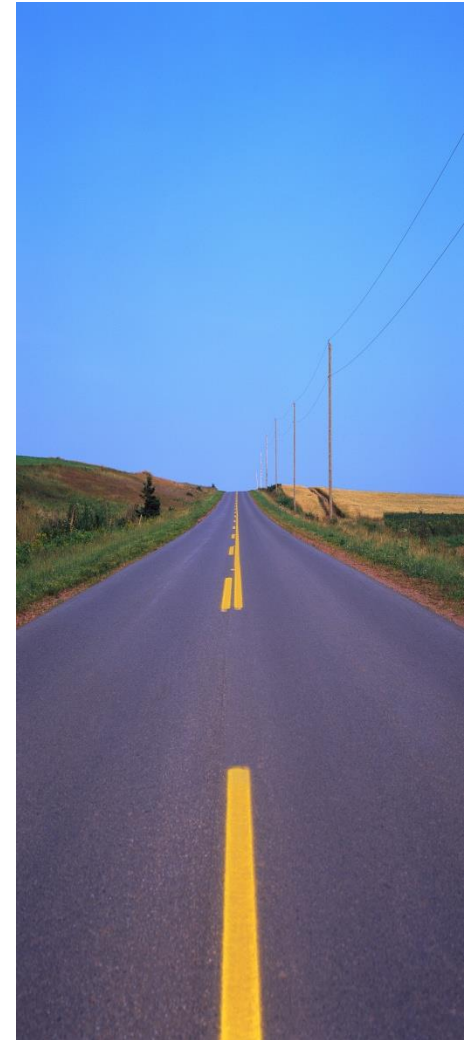
# KNOW How Far You Need to Go

## SUSTAINABILITY PROGRESS “RULE OF THUMB”

- ❖ Achieve this % of your sustainability plan every year:

$$\frac{1}{\text{Total years of established funding} - 1 \text{ year}}$$

- ❖ The final year of your funding is for shoring up sustainability
- ❖ Measure and celebrate your sustainability progress



# Check-In (DO)

## QUESTIONS TO KEEP ASKING

Year 1

- What is your organizational authority to act?
- What is your risk tolerance for collaboration?
- Who else is in your “neighborhood”?

Middle  
Years

- Are you sufficiently focused each day on sustainability?
- What new activities are you doing to shape the future?
- What new partnerships can you create?

Near the  
End

- What are we missing?
- What is new in the environment?
- What do we need to shore up?

# Create (DO) Your Engagement Mechanisms

**KEEP PEOPLE CONNECTED, INTERESTED AND FOCUSED  
BEFORE THE EXCITEMENT IS GONE**

- ❖ Create your identity, appeal and value (brand)
- ❖ Become well known (presence)
- ❖ Enlarge your reach (capacity)



# Create (DO) Your Engagement Mechanisms

## EXAMPLES

Community Advisory Boards

Newsletters

Thank you calls

Invitation to visit the program

Webinars

Weekly updates

Story of the month

Social media

Speakers bureau

“Investors” teleconference

Community events - walks, runs

Yours/Others???

# Promote Your Program through TA!

## SAMHSA's GAINS Center for Behavioral Health and Justice Transformation

<http://gainscenter.samhsa.gov/>

### 12th Judicial District & 31st Judicial District, Tennessee

SAMHSA's GAINS Center reports that 15% of men and 31% of women who are admitted to U.S. jails have a mental disorder; 72% of men and women who have a mental disorder also have a co-occurring substance use disorder. 89% of men and 96% of women in jail diversion programs have reported histories of trauma\*.

\*For more information about these findings, contact the GAINS Center at [gains@braincom.com](mailto:gains@braincom.com) or [gainscenter.samhsa.gov](mailto:gainscenter.samhsa.gov)

#### SAMHSA's Adult Treatment Court Collaborative

The 12th and 31st Judicial Districts of Tennessee received 2 of 11 new federal SAMHSA grants awarded in 2011 to develop Adult Treatment Court Collaboratives (ATCC). The goals are to: (1) develop behavioral health and justice programs to engage offenders with co-occurring mental health and substance use disorders and trauma histories; (2) offer comprehensive treatment; and (3) offer alternative supervision. Grant requirements include:

- Systems transformation
- Partnership & collaborative development
- Peer support and peer involvement
- Evidence-based practices specific to the target population
- Trauma-informed care training & trauma-specific services

#### Snapshot of Tennessee's 12th and 31st Districts

The rural nature of the 12th and 31st Judicial Districts presents unique challenges in delivering behavioral health care and treatment court participation. Resources are scarce and spread over a large geographic area, requiring some people to travel 75 miles for services or court. This is a significant barrier for people on probation or in special court programs, many of whom must rely on public transportation.

Prior to the ATCC program, individuals with co-occurring disorders were ineligible for treatment court due to limited capacity or the unavailability of appropriate evidence-based treatment services.

The Tennessee sites report that 80-90% of drug court participants have a co-occurring disorder, and symptoms of mental illness present in 60% of the inmates in local jails. In 2009, Tennessee's reported illicit drug use exceeded the national average, and many of the Tennessee counties in these two programs are "high intensity drug trafficking areas" (ONDCP, 2011).



#### Addressing Barriers with ATCC

**12th Judicial District - TEAM Recovery**  
With the ATCC grant, the 12th JD and Centerstone, the area's primary behavioral healthcare provider, developed a program to address the needs of individuals with co-occurring disorders cycling through the drug court. The program, located in Winchester, has enrolled 70 offenders since its initiation in September 2011.

**31st Judicial District- ATCC**  
The 31st JD, seated in McMinnville, and Volunteer Behavioral Health Services coordinate the ATCC for offenders with co-occurring disorders cycling through the DWI and drug court. The program has enrolled 86 participants since its initiation on October 1, 2011.

**Evidence Based Practices**  
Hazelnden Co-occurring Treatment Program  
Cognitive Behavioral Therapy Seeking Safety 12-step  
Motivational Interviewing Family Therapy  
Illness Management and Recovery

#### Transportation

ATCC funds are utilized to purchase full-time transportation for participants. ATCC services have been relocated into one central location.

#### Peer Support

Individual Support Case Management  
Living in Balance

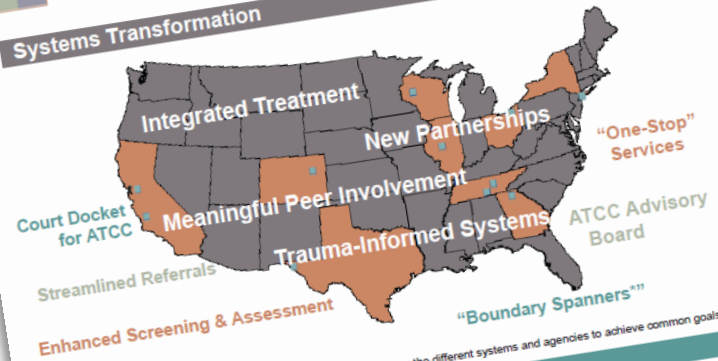
#### Trauma-Informed Care

Collectively, the two sites have provided 5 trauma-informed care trainings for ATCC program stakeholders and criminal justice professionals in the state of Tennessee.



## SAMHSA's Adult Treatment Court Collaborative Grants

### Systems Transformation



\* A boundary spanner is someone who navigates among the different systems and agencies to achieve common goals.

### Evidence-Based Practices

Motivational Interviewing	55%
Cognitive Behavioral Therapy	45%
Integrated Dual Disorders Treatment	45%
Thinking for a Change	27%

### (% of grantees)

Illness Management & Recovery	27%
Moral Reconation Therapy	18%
Housing	18%
Assertive Community Treatment	9%

### Peer Involvement



Provides Individual Peer Support  
Facilitates Peer Support Groups  
Involved in Advisory Board/Committee

82%  
Participate in the GAINS Learning Community

### Trauma-Informed Care

Number of Trauma Trainings per Grantee

- 1
- 2
- 3
- 4

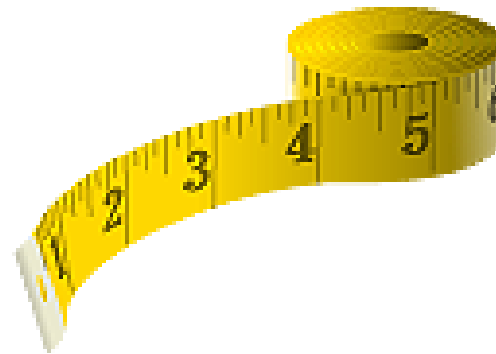


### Services Offered (% of grantees)

Seeking Safety	64%
Trauma Recovery Empowerment Model	27%
Eye Movement Desensitization & Reprocessing	9%
Safe Care	9%

# Practical Sustainability

- ❖ Deals with quantifiable value – attractive/appeals to the mind
- ❖ Ability to spell out with precision Who? When? How Much?
- ❖ Chart it out, literally
- ❖ Codification in (legislation, policy, budgets, MOUs, etc..) is a measure of your success



# Organizing to Gain Support

## BIG QUESTIONS THAT NEED ANSWERS



- ❖ Who benefits from the project?
- ❖ In what way do they benefit?
- ❖ How much do they benefit?
- ❖ Can it be quantified?
- ❖ Money saved?
- ❖ Quality of life improved?
- ❖ Public safety improvements?



# Organizing to Gain Support

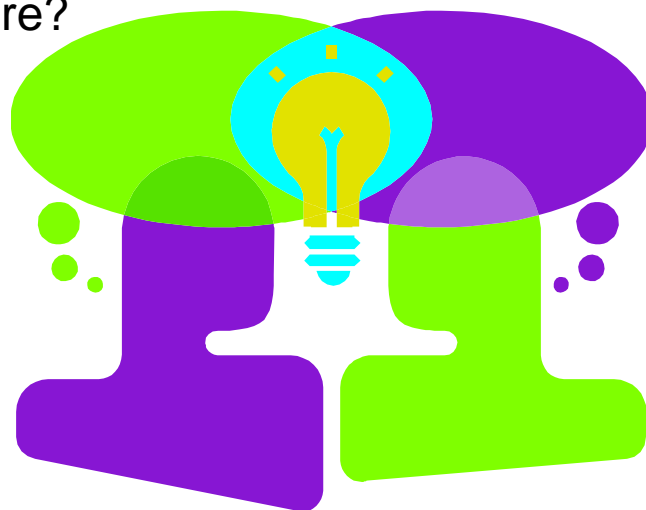
## MORE QUESTIONS THAT NEED ANSWERS

- ❖ Whose support does the program want? Why?
- ❖ What can they do for you?
- ❖ How much and what type of support? Can it be quantified?
  - ❖ **Direct:** Funding, legislation, access to services or personnel, overcoming barriers
  - ❖ **Indirect:** Connect you with people who can do things
  - ❖ **Media coverage:** Spreading the gospel
- ❖ *Your project can never have too many friends*

# Organizing to Gain Support

## AND A FEW MORE QUESTIONS THAT NEED ANSWERS

- ❖ What information do you have?
- ❖ What data can you develop easily?
- ❖ What client successes can you share?



# Sustaining Services

## BE, DO, KNOW

- ❖ DO Simple, colorful examples tell the story you want told
- ❖ DO Create venues to share your examples
  - ❖ Chief Judge's meetings, Veteran's events, legislator briefings, federal visits, TA events, graduations
- ❖ DO Solid foundation of partnerships
- ❖ KNOW - What components to sustain
- ❖ KNOW - Options for funding after the grant
  - ❖ Initiate before funding ends - continuity matters

# Sustaining Change Initiatives

## PRIORITIES

- ❖ Securing champions
  - ❖ Look for people who control resources you need
  - ❖ Look for people with an interest in your population, type of project or problem you solve
  
- ❖ Strategies that matter:
  - ❖ What policy changes, training programs, etc. will make a difference in replication and adoption?
  - ❖ Which will not cost much? Which are a matter of changing the way resources are used?

# Lagniappe

## In Closing...

- ❖ Overlap between Conceptual and Practical sustainability
- ❖ Sustainability efforts are highly contextual activities
- ❖ Be open to the unexpected happening
- ❖ Social media

Start early, and if not, start now

# Sustainability 2.0

## A Discussion About the Future

- ❖ GAINS Center Blog Post handout “Sustainability 2.0”
- ❖ What is the next big thing for your criminal justice program?
  - ❖ What lies ahead? What events will change priorities?
  - ❖ From a program to a movement?
  - ❖ Innovation? Data sharing with the public
  - ❖ A Civic, systems approach

# Sustainability 2.0



## Three Premises of Sustainability 2.0

- ❖ Data (successes, failures, and all points in-between) being collected and outcomes being achieved by JDTR program sites is of interest to the wider citizenry
- ❖ Programs have available to them methods by which to get their data in front of not just a larger audience than ever before but specifically *your best audience*
- ❖ There are people out there right now who have ideas, knowledge, skills and talents that offer solutions we are not able to discover without them

# Sustainability 2.0



**Will you accept the  
sustainability challenge?**



## Contact Information

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