

**TECHNICAL ASSISTANCE AND TRAINING TO IMPLEMENT
A CASE MANAGEMENT MODEL FOR WOMEN OFFENDERS**

Request for Applications
May 22, 2008

SUMMARY

NIC has developed a gender-responsive case management model that is currently being piloted and evaluated in two jurisdictions. The purposes of the model are to reduce re-offending among criminal justice system involved women and to increase the health and well being of the women and their families. The two pilot jurisdictions are the Connecticut Judicial Branch, Court Support Services Division, for women sentenced to probation; and the Utah Department of Corrections for women in transition from prison to community supervision on parole.

NIC is now prepared to expand this initiative to two additional jurisdictions, again one to implement the model in the context of direct sentence to probation and the other in the context of women transitioning from prison to the community. The jurisdictions will receive intensive training and technical assistance for up to two (2) years. The Project requires jurisdictions to work collaboratively with NIC and Orbis Partners, Inc, Dr. Marilyn Van Dieten, to implement the Women Offender Case Management Model.

Unlike the assistance provided the first pilot sites, NIC does not have the resources to support evaluation of implementation in the new sites. However, technical assistance will be available to help the successful applicants design their own data capture and evaluation components.

This announcement describes project services, the selection criteria and the application requirements, and includes the following attachments:

1. Case Management Model for Women Offenders description - Attachment I.
2. The responsibilities of NIC and Orbis Partners, and the responsibilities of the implementation site - Attachment II.
3. A description of the training modules for the case management team, the community partners, and the agency's supervisors and other coaches - Attachment III.
4. List of gender informed risk and needs assessments for women offenders - Attachment IV.

NIC welcomes your interest and questions about this Project. Inquiries should be directed to Phyllis Modley, Maureen Buell, or Dr. Marilyn Van Dieten, at the addresses, contact numbers and emails provided on the last page of this announcement. **Applications are due by 4:00 pm on Thursday June 26, 2008. Please see further instructions at the end of this announcement.**

BACKGROUND

In 2006, the National Institute of Corrections (NIC) worked with a group of research and practitioner experts to design a Women Offender Case Management Model (WOCMM). It's goal is to reduce repeat criminal behavior among women transitioning from prison to the community and directly sentenced to probation. The model is based on theory and research concerning women and calls for a gender responsive approach that is both dynamic and collaborative. Four core-elements define the model including: (1) administering a gender-responsive assessment; (2) enhancing motivation; (3) implementing an assessment-based, case plan designed to mobilize personal and social supports; and (4) reviewing progress.

GOALS OF THE PROJECT

The primary goal of the project is to assist jurisdictions to implement a comprehensive women offender case management model. This goal will be achieved by providing two jurisdictions with technical assistance and training to build organizational and staff capacity to deliver the model, and to identify the policies, practices, and resources that will ensure successful implementation. Unfortunately no funding is available to support the administrative, case management or community services' staff who will implement this model. Thus it is important to review carefully the list of responsibilities of each partner that is provided in Attachment II.

ELIGIBLE AGENCIES

Eligible agencies and jurisdictions for the two implementation contexts are:

Direct sentence to probation: A state or local public corrections' agency (or agencies) responsible for supervision of women sentenced directly to probation.

Transition from prison to community: A state corrections' agency or agencies with responsibility for each stage of managing women offenders from prison intake to post release supervision. These stages or functions may include in-custody needs assessment and programming, release planning and transition services, release decision making, parole/release supervision and aftercare.

PRIMARY RECIPIENTS OF ASSISTANCE IN AGENCIES

The primary recipients of project assistance will be the Advisory Team and the Case Management Teams in each site.

1. The Advisory Team should consist of the top administrators and officials in corrections, human service, private sector and community agencies whose support and commitment are essential to the implementation of the case management model. Its oversight and coordination roles will include ensuring the development of specific written policies regarding: inter-agency collaboration, assessment tools and procedures, intervention approaches, intensity and longevity of service delivery, evaluation and quality assurance strategies.
2. The Case Management Team(s) will be responsible for the delivery of the model. The team should be comprised of managers and staff with strong interest in the model and include professionals from diverse backgrounds and settings, including the human service and private sector agencies that are critical to ensuring the needs of the women are addressed.

PROJECT ASSISTANCE AND TIME FRAMES

Review of Applications: NIC and Orbis Partners will select the most promising agencies/ jurisdictions for each implementation context based on review of the written applications and telephone conversations with promising applicants. All applicants will be notified of the status of their applications by July 11, 2008.

Jurisdiction Needs Assessment and Implementation Planning: Following preliminary selection of the two jurisdictions, NIC and Orbis Partners, Inc. will conduct site visits for the purposes of providing a detailed introduction to the model and developing with the agency(ies) and its Advisory Team a detailed

understanding of the current case management strategies and practices for women offenders and the changes or refinements in policy and practice that will be employed to implement the model.

The site visit should result in 1) a written agreement regarding, at a minimum, the choice of gender responsive assessment instrument to be employed in model implementation; the proposed number, location and membership of case management teams; the target population of women offenders who will be supervised by WOCMM; and 2) an implementation plan and time frame, and a clear understanding of the separate responsibilities of NIC/Orbis Partners and the implementation site. Please review the implementation checklist for a review of these responsibilities (Attachment II).

The review and implementation planning will take place during July, 2008. The two to three day site visits will be conducted by representatives of NIC, Orbis Partners, and practitioners experienced with the model. Any existing documentation including program manuals, brochures, training resources, policy manuals, existing relevant data, assessment tools and protocols, and relevant legislation regarding women offenders should be submitted for review prior to the site visit.

Technical Assistance and Training.

The project will provide training to both the Advisory and Case Management Teams in the management and implementation of the Model. The initial training will focus on developing the core competencies of the professionals that comprise the case management teams. This will occur in phases, with intensive, on-site training followed by coaching and practice of the skills that are being developed. Phase I will consist of a 4 and ½ days of training for case management teams on the key elements of WOCMM; this will occur in late August or September, 2008. In the month following this initial training, Orbis Partners will provide telephone coaching to the teams as they practice the skills they have learned in Phase I. In October, 2008, Orbis Partners will offer the second, 4 and ½ days of training to the teams (Phase II). Again, this will be followed by telephone coaching and problem solving assistance.

The project also will provide facilitation and problem solving assistance to the Advisory Team to support it's leadership and management functions regarding implementation of the model.

Please review Attachment III for a description of the training that will be provided to the case management teams, the Advisory Team, and the technical or supervisory coaches for the teams.

APPLICANT JURISDICTION RESOURCES

It is undoubtedly apparent that NIC/Orbis Partners' resources will not support the full cost of implementing the Project in states and localities. Jurisdictions must be prepared to invest their own resources in a variety of ways. Among the most important are the time and energy of the Advisory Team and Case Management Team members, and the technical or clinical supervisors of the teams. Jurisdictions also will need to identify and dedicate qualified staff to the tasks of project oversight and management; and hopefully to data collection and analysis, system monitoring, and other special projects. NIC has learned that adequate and appropriate staff resources are essential to the success of such efforts.

SELECTION CRITERIA

The Project is seeking jurisdictions that demonstrate a strong willingness and the capacity to implement a gender responsive case management model.

1. A commitment to deliver the Women Offender Case Management Model and a sense of readiness or urgency to begin the process.
2. A clearly articulated statement of what the jurisdiction intends to achieve through participation in the demonstration project and how participation fits with the agencies' vision and goals for supervision.
3. Significant involvement and interest demonstrated by leaders of the jurisdiction's criminal justice, human service and community agencies to implement the gender responsive model.
4. The experience and commitment of the proposed members of both the Advisory Team (critical managers and leaders) and the Case Management Team (a team that reflects needed skills and expertise/ backgrounds).
5. A clear proposal for the target population of women offenders to receive the case management services; that is, the geographic location(s), women offender' demographics and units of the agency(ies) that will be involved in the delivery of the model.
6. The nature of the plan to work with project staff to develop an implementation protocol that will promote quality assurance practices including the development of competencies among staff that will sustain the project after NIC funding has ended.
7. Though not required, we encourage sites to evaluate the effectiveness of the model. Please include a description of your current capacity to capturing assessment, case planning and outcome information and your intentions regarding conducting a process and outcome evaluation of the model in your jurisdiction.
8. Recognition of the need for collaborative planning with agencies and systems that support the success of women offenders; and evidence of formal, current collaborations with agencies that support the implementation of services and supports for women offenders.
9. Sufficient resources and expertise to sustain the development and implementation of the model; particularly, skilled staff who have the interest and potential to deliver the Women Offender Case Management Model and a commitment to build the capacity to continue the Project after NIC support has ended.
10. A history or track record of implementing key aspect(s) of a gender responsive case management process – assessment, engagement, case planning, interventions or services.

STEPS IN THE APPLICATION PROCESS

Download and review the description of the WOCCM including the four attachments, provided with this announcement and available on the NIC website, and discuss participation with managers, staff and potential collaborating public and private agencies.

Contact Phyllis Modley or Maureen Buell at NIC, or Dr. Marilyn Van Dieten, Orbis Partners, Inc., if there are questions about the content of the announcement, application requirements or the case management model.

PROPOSAL PREPARATION

1. Prepare a cover letter that identifies the applicant agency(ies) and jurisdiction requesting participation in the demonstration project; the context for which you are applying—direct sentence to probation or transition from prison to the community; and the name, title, address and phone/fax numbers of the single individual who is coordinating the application for your jurisdiction and will serve as the primary contact.
2. Prepare a proposal to implement the case management model that describes and provides:
 - a. Why you are interested in participation in the project; that is, the issues which motivate you to seek participation and the specific goals or benefits you wish to achieve.
 - b. The expected composition of both the Advisory Team and the Case Management Team(s), the current position and anticipated tenure of each member, and any other relevant information regarding interest in implementing this model.
 - c. Your jurisdiction's "readiness" to implement the case management model.
 - d. Individual letters of commitment from key members of the Advisory Team. The letters should indicate each official's availability and willingness to participate as an advisor to the case management team.
 - e. The various criminal justice information systems operated in your jurisdiction, including whether they are automated or manual, the number of women offenders, the types of information routinely collected; and their primary strengths and deficiencies.
 - f. The current use of risk and needs assessments, supervision strategies, and intervention programs that are employed with women offenders and any specific efforts to address repeat offending with this population. Please indicate your preliminary choice of a gender informed risk and needs assessment instrument of women offenders, for use in the model.
 - g. Any current or immediate past efforts to develop interagency collaborations in support of gender-responsive supervision and services for women offenders. Please include the persons or agencies involved, the duration of each effort, and any results.

Send **five copies** of the application to the attention of Phyllis Modley, Women Offender Initiative, National Institute of Corrections, 320 First St., N.W., 5007, Washington, D.C. 20534. Applications must be received by 4:00 p.m. Eastern daylight time on Thursday, June 26, 2008 . Please do not send applications by facsimile machine.

For overnight or express delivery, applications should be sent to Ms. Modley at 500 First Street, N.W., Room 721, Washington, D.C. 50234.

CONTACT INFORMATION

Phyllis Modley, Community Corrections Division, 800-995-6423, ext. 4-0099 or 202-514-0099, pmodley@bop.gov

Maureen Buell, Team Leader, Women Offender Initiative, Prisons Division, 800-995-6423, ext. 4-0121 or 202-514-0121, mbuell@bop.gov

Dr. Marilyn Van Dieten, Orbis Partners, Inc., 416-539-9300, VANDIETEN@aol.com

SELECTED BACKGROUND MATERIALS AVAILABLE ON THE NIC WEBSITE

1. Women Offender Case Management Model, Dr. Marilyn Van Dieten, Orbis Partners, Inc., July, 2006.
2. Gender-Responsive Strategies; Research, Practice and Guiding Principles for Women Offenders, Drs. Barbara Bloom, Barbara Owen and Stephanie Covington, July, 2003.
3. Achieving Accurate Pictures of Risk and Identifying Gender Responsive Needs: Two new Assessments for Women Offenders, Dr. Patricia Van Voorhis, Dr. Emily Salisbury, Emily Wright and Ashley Bauman, University of Cincinnati, March, 2008.
4. Classification of Women Offenders: Gender-Responsive Approaches to Risk/Needs Assessment, article, Dr. Patricia Van Voorhis, University of Cincinnati, July, 2004.
5. Women Offender Transition and Reentry: Gender Responsive Approaches to Transitioning Women Offenders from Prison to the Community, final draft, Dr. Judith Berman, Center for Effective Public Policy, August, 2005.

Please note that there are numerous additional materials available from the NIC website or accessed by calling the NIC Information Center at 1-800-877-1461.

Attachment #1

Women Offender Case Management Model



INTRODUCTION

The History of WOCMM

The development of this model was inspired by two major initiatives undertaken by the National Institute of Corrections (NIC). First, over the last two decades, NIC has disseminated information concerned with evidence-based practices and has been instrumental in assisting agencies to develop and implement effective interventions and strategies.

Consistent with the move toward evidence-based practices, NIC has been a leader in summarizing and integrating the research concerned with women entering the criminal justice system. For example, Bloom, Owen & Covington (2004) were funded by NIC to review the literature. They proposed six guiding principles to aid in the development of gender-responsive services and practices.

The Women Offender Case Management Model emerged from both initiatives in an effort to move from theory to practice. In September of 2005, Orbis Partners, Inc. submitted a proposal to the National Institute of Corrections (NIC) to design, implement and evaluate a case management model for women who are incarcerated and /or under probation/parole supervision. The draft of the model was developed in January 2005 and submitted for review to a national advisory committee who included:

Julie Boehm, Missouri Department of Corrections
Maureen Buell, National Institute of Corrections
Yolanda Johnson-Peterkin, Women's Prison Association
Georgia Lerner, Women's Prison Association
Phyllis Modley, National Institute of Corrections
Carol Shapiro, Family Justice
Mary Scully Whitaker, Private Consultant
Pat Van Voorhis, University of Cincinnati

In October 2006 the model was developed and state agencies from across the US were invited to respond to a request for proposals to test the efficacy of the model. The Connecticut Court Services Division and the Utah Department of Corrections were selected from among the respondents to implement the model. Both sites demonstrated a strong commitment toward the development, implementation and evaluation of gender-responsive services.

A Brief Description of the Women Offender Case Management Model

The project is defined by two overlapping philosophical tenets:

First, we have adopted the definition of gender responsive services provided by Maniglia (2000) "...services which intentionally allow gender identity and development to affect and guide [all aspects of] program design and service delivery."

The second philosophical tenet is based on the belief that case management services should have the goal not only of reducing criminal behavior but increasing the health and well being of women, their families and community.

What is Gender Responsive?

When clarifying the parameters of a gender-responsive approach we were influenced by the work of Alyssa Benedict of CORE Associates, Inc. These five core concepts are described below.

#1: RELATIONAL: Work with women in a relational way to promote mutual respect and empathy.

Relationships are central in the lives of women and therefore it is through healthy and growth fostering relationships that women can gain a deeper sense of self. WOCMM model promotes the importance of connections throughout the case management process.

#2: STRENGTHS-BASED: Recognize that all women have strengths that can be mobilized.

WOCMM is based on the underlying premise that all women entering the criminal justice system have strengths and resources that can be mobilized to address challenges and mediate the impact of risk.

#3: TRAUMA-INFORMED: Recognize that history and context play an important role in how women respond to services.

An overwhelming majority of women entering WOCMM have experienced or witnessed sexual, emotional, and physical abuse. Trauma-informed practice is critical to this model because the language and approach we use can either trigger females or help them to feel safe and thus more engaged and motivated in their work with us.

#4: HOLISTIC: Provide a comprehensive Case Management Model that addresses the complex and multiple needs of women in conflict with the law.

The model recognizes that women often present with complex needs and face multiple challenges. Therefore, a critical element of the WOCMM model is to ensure that services

are designed to help women build personal resources as well as social capital¹. Services may include, information, advice, treatment, assessment, brokerage and referral across an array of need areas including, vocational, family/social, personal, and life needs.

WOCMM is appropriate for women identified as high need. This means that most women presenting for service will have diverse and complex needs as well as, face multiple challenges. Whenever possible, professionals work with women as a team to facilitate the development of personal resources including the identification and mobilization of informal and formal supports

#5: CULTURALLY COMPETENT:

Women entering WOCMM are from diverse cultural backgrounds. Practitioners must be sensitive to the messages and values that are shaped by culture and which impact on the lives of women.

Core Practices

The development of WOCMM was guided by our review of the mental health, criminal justice, and child welfare literature. Though available research is inconclusive, similarities in findings across studies suggest that the efficacy of case management is enhanced when specific components or core practices are implemented.² Critical to the WOCMM model is the need for a gender-responsive approach. In addition we have identified eleven core practices as the defining features of this model. These are listed below and described in more detail in Table 1:

1. Gender Responsive
2. Consistent Approach
3. Delivered within a Team
4. Continuous Service
5. Individualized
6. Partnerships
7. Collaboration
8. Limitless
9. Accessible
10. Enhance Motivation
11. Committed to Program Integrity
12. Committed to Process and Outcome Evaluation

Defining the Case Management Process

We believe that CASE MANAGEMENT should be a dynamic, seamless process that commences at the time of sentencing and continues beyond discharge from prison and/or

¹ Social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them. In that sense social capital is closely related to what some have called “civic virtue.” The difference is that “social capital” calls attention to the fact that civic virtue is most powerful when embedded in a sense network of reciprocal social relations.

² For a comprehensive review of the literature see- Van Diemen, M. and Robinson, D. (2008). Case management: A response paper. International Community Corrections Association.

community supervision *until the woman is stabilized in her community*. In order to be successful the process must be dynamic and collaborative. This means that:

The professional team should work collaboratively with the woman in an effort to define individual needs and strengths in order to establish mutually agreed upon outcomes. Given that personal needs, situational, and contextual factors are likely to change as the woman transitions through the criminal justice system it is critical that the professional team use a common language to monitor progress and update outcomes from sentencing to discharge.

The case management process consists of four distinct but overlapping core elements referred to as (1) Engage and Assess; (2) Build Motivation; (3) Develop the Case Plan and, (4) Review Progress (See Table 2 for additional information).

Ideally goals are achieved by moving through the core elements in a sequential fashion. However, as women transition through the system or face alternate life circumstances - motivation and the targets of intervention will change and/or shift necessitating movement forward or backward.

Core Element #1: Engage and Assess. A comprehensive assessment is a critical first step in the case management process. The goal of the assessment is to provide women and members of the Case Management Team with a complete picture of personal, situational and contextual factors that might mediate or contribute to future criminal justice involvement and impact on personal, social and vocational stability.

Core Element #2: Enhance Motivation. The case management team works intentionally to build intrinsic motivation. One modality that captures the “spirit” of a women-centered approach while intentionally working to increase motivation, is Motivational Interviewing (MI). This approach is used throughout WOCMM to assist professionals to work strategically and collaboratively with the woman toward change.

Core Element #3: Implement the Case Plan. When the woman indicates readiness and commitment to develop a Case Plan the team must be prepared to deliver and/or broker an array of services. To mobilize and expand existing resources it is critical that women be presented with a variety of service options and opportunities in four primary areas: vocational, personal, social and life needs.

Core Element #4: Review Progress. This stage is the core of the WOCMM model because it ensures that the Case Plan is constantly monitored and updated. Essentially the Case Management Team uses the Case Plan as a dynamic tool to work with the woman to: (1) develop new short-term goals or action steps; (2) to review barriers to success and introduce problem-solving strategies when actions steps have not been completed; and, (3) to develop new goals and actions steps.

Table 1: Guiding Practices to Implement WOCMM

Critical Components	Description
1. Gender-Responsive	Professionals on the WOCMM teams will be trained to use a gender-responsive approach when interacting with the woman. This means that the delivery of WOCMM is defined by five core concepts that include: using a relational approach, being strengths-based, trauma-informed, holistic, and culturally competent.
2. Consistent Approach	Research suggests that consistency in approach and delivery are essential to provide effective case management services. This means that all members of the case management team will be cross-trained to use a gender-responsive approach.
3. Delivered within a Team	<p>The “team” approach to case management is essential to the delivery of this model. Team members consist of the “woman” and possibly family members, who work in conjunction with available representatives from a variety of disciplines that might include correctional, health professionals, Clergy, and other supports.</p> <p>Formation of the case management team is a critical first step in the implementation. Once team members are identified they should develop a mission statement and operating procedures including a policy outlining role and responsibilities, limits to confidentiality and information sharing, etc.</p>
4. Continuous Service	The central importance of relationships in the lives of women argues strongly for continuity in services. This means that whenever appropriate the case manager and members of the team are encouraged to offer direct services, including assessment, treatment and mentoring. When services cannot be provided directly by a team member then someone within the team should be present to introduce the woman to the outside professional.
5. Individualized	Consistent with evidence-based practice, the risk and need principles are applied to determine the intensity of services required as well as the need areas that will be targeted. This means that a standardized assessment will be administered with each woman. To ensure that the needs of women are addressed, the assessment will include traditional correctional measures as well as those that are gender-responsive.

6. Partnerships	<p>The need to provide comprehensive services requires partnerships with service providers across institutional and community settings. Many women transitioning from prison or who are supervised in the community reside in neighborhoods that elevate risk to their personal safety as well as, expose them to situations that may contribute to future criminal justice involvement. Often communities lack basic resources or women no longer qualify for services. To address these challenges WOCMM should work to organize stakeholders and to build partnerships with service providers who wish to work more effectively with women.</p> <p>The WOCMM team works to build relationships with the women and agencies in the community to provide holistic services including:</p> <ul style="list-style-type: none">■ Individual supportive therapy■ Medical services■ Child-Care■ Housing■ Family Reintegration/Parenting/ Domestic Violence■ Substance abuse services■ Work-related services■ Social, interpersonal relationship, and leisure skills training■ Vocational supports■ Other support services
7. Collaboration	<p>Collaboration refers to mutuality of purpose and intent among team members. This means that the woman, as part of the team has a voice with respect to the targets and ultimate outcomes of the case management process.</p>
8. Limitless	<p>Often the supports and resources made available to women while involved with the criminal justice system are removed once court-ordered obligations have been met. This can contribute to de-stabilization and a recurrence of problematic and criminal behavior. By including service providers on the team, services can begin when women enter the criminal justice system and continue beyond prison and/or community supervision until the woman indicates that she no longer requires them.</p>

WOMEN OFFENDER CASE MANAGEMENT MODEL

9. Accessible	Women need immediate access to quality services. This means that members of the team should be accessible and that the average case-load size for professionals identified as the primary case manager is 1:40 women.
10. Enhance Motivation	The team works intentionally and strategically to engage the woman in the change process while respecting the woman's right to choose what and when to address needs and challenges.
11. Program Integrity	<p>The safe and effective delivery of services to women requires attention to program integrity and quality assurance. Team members are cross-trained and provided with a minimum of 10-days of formal training, booster training sessions every 3-months, access to clinical supervision and the resources necessary to ensure adherence to the model.</p> <p>Team members are required to be certified in the use of a gender-responsive assessment and the development of the Case Plan. An audio/video feedback process is used to ensure adherence to the model. Finally, a process review is conducted every six months by an outside evaluator to ensure that the guiding practices, program philosophy and core elements are implemented as intended.</p>
12. Program Evaluation	Evaluation is critical to the implementation of this model. This means that a number of measurement and case management tools are used to monitor the woman's progress throughout her involvement in the case management process. In addition to process information WOCMM was designed to contribute to the outcome literature and to increase knowledge about promising practices.

Table 2: Core Elements of WOCMM:

ELEMENT	CASE MANAGEMENT TEAM RESPONSIBILITIES	ANTICIPATED OUTCOMES
<p>#1: Engage and Assess</p>	<ul style="list-style-type: none"> ▪ Create a safe environment ▪ Focus on building rapport and establishing a respectful relationship ▪ Use a gender-responsive assessment ▪ Identify major needs and strengths that influence behavior ▪ Listen to her story 	<ul style="list-style-type: none"> ▪ Increased awareness of the personal, situational and contextual factors that contribute to criminal justice involvement and that impact life satisfaction. ▪ Increased awareness of strengths that can be mobilized to mediate the impact of risk.
<p>#2: Enhance Motivation</p>	<ul style="list-style-type: none"> ▪ Use a gender-responsive approach to enhance motivation ▪ Provide feedback by summarizing the assessment results ▪ Explore the priority targets ▪ Woman is asked to identify personal goals ▪ Review incentives and disincentives for change 	<ul style="list-style-type: none"> ▪ Woman identifies one or more priority targets ▪ Woman expresses commitment to focus on one or more of the priority targets
<p>#3: Implement the Case Plan</p>	<ul style="list-style-type: none"> ▪ Work collaboratively to develop the case plan (i.e. goals action steps) ▪ Identify personal and social resources that will augment the case plan. ▪ Provide the opportunity to build formal supports. ▪ Explore service and treatment options across four dimensions: Personal, Vocational, Family and Community. ▪ Promote healthy informal relationships that will support change efforts. 	<ul style="list-style-type: none"> ▪ Action steps are formalized. ▪ Woman is able to identify personal and social supports necessary to achieve personal goals.
<p>#4: Review Progress</p>	<ul style="list-style-type: none"> ▪ Review and update progress. ▪ Reinforce successes. ▪ Introduce problem-solving strategies when obstacles arise. ▪ Begin to develop maintenance strategies. 	<ul style="list-style-type: none"> ▪ Women are able to rate personal successes. ▪ Mobilize strengths and supports when faced with challenges. ▪ Women have developed maintenance strategies to ensure a proactive response to high-risk situations.

TECHNICAL ASSISTANCE TO DELIVER WOCMM – ATTACHMENT II

<p>WHAT NIC and ORBIS PARTNERS INC. WILL BRING...</p>
<p>SITE SELECTION</p> <ul style="list-style-type: none">• Review applications and agency documentation• Determine site readiness for WOCMM
<p>SITE VISIT:</p> <p><i>Focus on Implementation:</i></p> <ul style="list-style-type: none">• Provide orientation to model to executive staff, advisory board members, and case management team members• Customize the protocol document for implementation (see sample document attached) <p><i>Focus on Assessment and Evaluation:</i></p> <ul style="list-style-type: none">• Assist the site to select the assessment instruments (identify the risk/needs/strengths assessment and supplementary measures)• Begin work on the evaluation framework (optional) <p><i>Focus on Staff Training:</i></p> <ul style="list-style-type: none">• Conduct an analysis of staff training needs• Develop a training schedule <p><i>Focus on Community Partnerships:</i></p> <ul style="list-style-type: none">• Identify key stakeholders and service providers• Determine need for collaboration training• Develop a training schedule and action plan <p><i>Develop a written cooperative agreement</i></p> <ul style="list-style-type: none">• Assist agency to develop policies and procedure to implement WOCMM
<p>STAFF TRAINING:</p> <ul style="list-style-type: none">• Provide up to ten days of formal training in the 10 modules (See: Description of Training) over several months.• Provide up to two days of collaboration training to orient stakeholders and community partners• Provide up to two-days of booster or supervisory training every 3 months in the first year and then once every six months in the second year.
<p>QUALITY IMPROVEMENT:</p> <ul style="list-style-type: none">• Agencies will receive up to one-day per month to provide ongoing support to monitor progress• Provide team members with a feedback report for audio/video tape submissions• Provide agencies with tools to assess adherence to the WOCMM model.
<p>EVALUATION (OPTIONAL):</p> <ul style="list-style-type: none">• Provide agencies with a sample evaluation framework

<p>EXPECATIONS FOR SELECTED SITES</p>
<p>SITE SELECTION</p> <ul style="list-style-type: none"> • Complete the application and provide relevant agency documentation • Identify Advisory Team Members, Community Partners, and members of the Case Management Team
<p>SITE VISIT: Meet with NIC to complete the following activities</p> <p><i>Work to Develop the Implementation Protocol:</i></p> <ul style="list-style-type: none"> • Help to customize the protocol document for implementation (see sample document attached) <p><i>Identify Assessment Measures and Explore the Evaluation Framework:</i></p> <ul style="list-style-type: none"> • Identify the assessment instruments (identify the risk/needs/strengths assessment and supplementary measures) • Identify resources to participate in the evaluation process. <p><i>Prepare for Staff Training:</i></p> <ul style="list-style-type: none"> • Assist in determining staff training needs • Work with NIC team to develop a training schedule <p><i>Work to Develop Community Partnerships :</i></p> <ul style="list-style-type: none"> • Create a list of key stakeholders and service providers • Identify stakeholders to participate on the WOCMM teams • Work with NIC to develop an action plan that will support future community partnerships and collaboration • Work with NIC to a training schedule and action plan for Community Collaboration sessions <p><i>Develop a written cooperative agreement with NIC</i></p>
<p>STAFF TRAINING:</p> <ul style="list-style-type: none"> • Provide a training facility and equipment • Assume responsibility for copying training materials and handouts • Ensure the Case Management Team Members, Stakeholders and Advisory Team Members are available to attend the formal training sessions in the WOCMM modules and Collaboration training (See: Description of Training) • Ensure that staff are given the time to participate in the booster or supervisory training every 3 months in the first year and then once every six months in the second year.
<p>IMPLEMENT WOCMM:</p> <ul style="list-style-type: none"> • Ensure availability of internal and external resources in order to support model delivery (see the 12 Guiding Practices and the Core Elements of the model).
<p>QUALITY IMPROVEMENT:</p> <ul style="list-style-type: none"> • Be willing to participate in quality improvement activities including video/audio tape review, site audits, etc.
<p>EVALUATION (OPTIONAL):</p> <ul style="list-style-type: none"> • Collect data

IMPLEMENTING WOCMM- SAMPLE PROTOCOL

Activity	Team Member Responsibilities	Anticipated Time
Initial Meeting with WOCMM Client Introductions to engage and connect Explain the model and the team approach, Review limits of confidentiality, Elicit DARN-C talk	Designated Case Manager with Woman	30 minutes
Complete Gender-Responsive Risk/Need/Strengths Interview and Assessment Battery Provide a rationale for the assessment and how it will be used. Administer the risk/needs/strengths interview with the woman. Administer the self-report questionnaires with the woman.	Designated Case Manager to administer the Risk/Needs/Strengths Interview with the woman.	60 minutes
	Designated Case Manager or Other Team Member to administer the self-report assessment with the woman or in small groups.	90 minutes
Meet with Practitioner Team to Discuss Case ¹ Complete case analysis Prepare feedback Identify service options for priority targets Assign roles and responsibilities to team members	Designated Case Manager review the assessment results with members of the practitioner team. The team will work together to complete the case analysis.	30 minutes
WOCMM Team Meets (Woman Present) Provide feedback Work with woman to set the agenda (pick the priority targets) Assess and explore motivation Set goals Formalize roles and responsibilities for each team member with respect to the case plan Determine frequency of contact with team members Provide contact information Generate consequences when client fails to comply with case plan or mandatory conditions)	Designated Case Manager provides feedback and works with the woman to set the agenda, assess motivation and set goals for the case plan. Designated Case Manager should facilitate discussions among the team members.	60 minutes
Ongoing Case Management Meetings Review the case plan Update goals and action steps Reinforce progress and address barriers Identify resources and supports	Designated Case Manager meets with woman individually on a weekly or bi-weekly basis and or with the entire WOCMM team as determined by need and availability	30 – 45 minutes

¹ This is one of the only times that the entire team meets without the woman present. The meeting is designed to begin formalizing professional roles and responsibilities.

At 3-Months and Case Closure -Complete Reassessment Review the risk/needs/strength assessment and update any changes	WOCMM team informs the reassessment	30 minutes
WOCMM Team Meets (Woman Present) Provide feedback Review successes Update Case Plan	WOCMM team to review progress and update Case Plan	30 minutes

ATTACHMENT III

TRAINING THE CASE MANAGEMENT TEAM ¹

A series of modules were developed to provide participants with formal training in the WOCMM model. Each of the modules were designed to introduce information and then provide participants with guided skill practice. The timing of the modules should be adjusted to accommodate the needs of the participants.

MODULE 1: INTRODUCE THE MODEL (1 Hour)

This module was designed to introduce WOCMM

- Describe the history of the case management model, supporting research and the underlying philosophy
- Define “Gender-Responsive”
- Explore the Guiding Practices and Core Elements

MODULE 2: WHAT DO WE KNOW ABOUT WOMEN – (2 Hours)

This module was designed to review the existing research and to identify needs, strengths and targets that are critical when working with women.

- Provide a framework from evidence-based practices to explore and merge the gender responsive research
- Explore the developmental research to discuss what we know about women
- Identify need areas that contribute to criminal justice involvement for women.
- Discuss gender-responsive factors that serve as pathways to the criminal justice system

MODULE 3: WORKING WITH WOMEN- EFFECTIVE STRATEGIES AND INTERVENTIONS – (15 Hours)

This module assists practitioners to operationalize the core concepts of a gender-responsive approach to provide practitioners with effective strategies to work with women.

- Review the core practices associated with a gender-responsive approach.

¹ NOTE: Training in the various modules is NOT completed at one time but on 2-to-3 separate occasions to give the participants the opportunity for skill transfer and practice between training sessions.

- Begin to define a relational and strengths-based approach
- Assist practitioners to understand and use relational and strengths-based language
- Begin to explore the parameters of a relational approach and the importance of identifying and maintaining healthy boundaries
- Introduce practitioners to trauma-informed practices and the skills required to respond effectively to women who have been exposed to trauma.
- Explore the importance of diversity and culture.

MODULE 4: GENDER-RESPONSIVE ASSESSMENT (6 Hours)

- Explore the importance of using a gender-responsive assessment
- Introduce the identified risk/needs/strengths assessment
- Provide opportunities for scoring practice to increase inter-rater reliability
- Teach participants to conduct a case analysis (integrate and summarize the assessment results) to prepare for case planning.

MODULE 5: RELATIONAL INTERVIEWING (6 Hours)

- Begin to explore what the interview should look and feel like.
- Introduce planning skills to create a relational environment.
- Practice using a variety of “micro-skills” to elicit information during the assessment.

MODULE 6: MOTIVATIONAL INTERVIEWING (6 Hours)

- Explore the theory and guiding principles of Motivational Interviewing
- Introduce three methods to assess motivation
- Teach participants to listen and elicit change talk
- Provide opportunities for skill practice

MODULE 7: APPLYING MOTIVATIONAL STRATEGIES (6 Hours)

- Introduce four Brief Intervention Strategies.
- Provide the opportunity for skill practice by introducing case material and moving through the case planning sequence.

MODULE 8: EFFECTIVE TREATMENT STRATEGIES (3 Hours)

- Begin to explore the existing research on treatment effectiveness and the core components/characteristics of programs that are promising
- Provide practitioners with the opportunity to use motivational strategies to decrease resistance and encourage involvement in treatment

MODULE 9: REVIEWING PROGRESS (6 Hours)

- Focus on how to update and review the case plan.
- Explore motivational and relational strategies to encourage and reinforce success as well as express disapproval.
- Demonstrate and practice using relational language and collaborative action-planning to deal with non-compliance.

MODULE 10: IMPLEMENTATION (6 Hours)

- This module contains a series of exercises designed to build the Case Management Team.
- Team members are introduced to a protocol document and given the opportunity to:
 - Develop a mission statement
 - Explore roles and responsibilities
 - Establish a schedule for contacts, meetings and standards of practice

COMMUNITY PARTNERSHIPS

A critical component of WOCMM is the development of relationships with agencies outside of corrections that can be mobilized to participate in the project. Participation can occur on many levels including, staff membership on the Case Management Teams, assisting with Advocacy and Policy Reform, sharing resources and ultimately working together to develop and implement gender-responsive services. We were assisted in the development of this component by the Center for Effective Public Policy.

COLLABORATION

This segment must be customized to meet the needs of each community. At present materials were developed to guide the following activities:

- Community Assessment- Who are the stakeholders, what services do they provide and who do we need to bring to the table?
- One day presentation for Stakeholders
- Action planning activities

ENSURING QUALITY IMPROVEMENT AND FIDELITY TO WOCMM

In addition to formal training a number of training materials have been developed to facilitate the transfer of learning from the classroom.

TRAINING FOR SUPERVISORS AND OTHER COACHES

- A coaching model was developed for supervisors and others who provide team members with oversight and support
- Supervisors are given an overview of the model and provided with a coaching framework that will assist them to reinforce quality improvement, adherence to the model, etc.

QUALITY IMPROVEMENT TOOLS

ASSESS KNOWLEDGE OF KEY CONCEPTS

- A series of KNOWLEDGE TESTS were developed for most of training modules described above.

ASSESS COMPETENCIES OF TEAM MEMBERS

- A series of AUDIO/VIDEO FEEDBACK REPORTS have been identified to review core competencies of individual team members
- Team members are asked to complete an EXPERIENTIAL QUESTIONNAIRE and to identify areas of strength and need to deliver the model

SITE AUDITS

- A SITE CHECKLIST was developed to monitor the completion of activities throughout the case management process (e.g., Meetings with woman, assessment and reassessment, development of case plan, etc.)

ATTACHMENT IV

OPTIONS -- RISK AND NEEDS ASSESSMENT INSTRUMENTS FOR WOMEN OFFENDERS

1. The NIC/University of Cincinnati Women's Risk/Needs Assessment is a complete risk/needs assessment for adult women offenders. It provides a summary measure of risk, and assessments of 15 need domains, including: antisocial thinking, antisocial friends, family conflict, relationship dysfunction, anger/hostility, history of mental illness, symptoms of depression/anxiety, symptoms of psychosis, housing safety, employment/financial problems, parental stress, child abuse, adult victimization, substance abuse history, and current substance abuse. The instrument also furnishes scales pertinent to strengths, including: self-efficacy, family support, educational assets, and parental involvement. The assessment process involves administration of a 40 minute interview (administered by a correctional practitioner), followed by a 35 minute pencil and paper survey that is completed by the offender. The NIC Women's Risk/Needs Assessment is available in separate forms for probationers, parolees, and inmates. Case planning guidelines are available.

2. The NIC/University of Cincinnati Women's Supplemental Risk/Needs Assessment is designed to supplement existing risk/needs assessments such as the Level of Service Inventory, the Northpointe COMPAS or others. The Women's Supplemental Risk/Needs Assessment is also available in separate forms for probation, prison, and prerelease populations. This assessment taps gender-responsive needs and strengths including: relationship dysfunction, anger/hostility, history of mental illness, symptoms of depression/anxiety, symptoms of psychosis, parental stress, child abuse, adult victimization, self-efficacy, and family support. It is understood that more traditional offender risk factors, such as antisocial attitudes, antisocial friends, substance abuse, education, employment, and others will be assessed by the LSI-R, Northpointe Compas, or other gender-neutral assessment. Assessment administration involves administration of a 20 minute interview (administered by a correctional practitioner), followed by a 35 minute pencil and paper survey that is completed by the offender.

Obtaining Above Assessments for Adoption or Examination

The women's assessments are considered to be public domain, and may be used without cost by correctional agencies and researchers. The assessments hold copyrights through the University of Cincinnati. Use of the tool for agency adoptions or for purposes of research requires users to register through the University and certify in writing to the following terms:

- The assessments will not be used for commercial purposes;
- They will not be given to third parties for commercial or other purposes;
- They will not be adopted and changed over time without permission from the authors;

- Users will make reasonable efforts to stay current with future refinements of the assessments;
- Users will provide assurances that interviewers are being training in: 1) evidence-based practices; 2) gender-responsive principles and practices; 3) an overview of the tool; 4) motivational interviewing and skills of good listening; 5) gender responsive case planning;
- Publications will credit the authors and NIC;
- The instruments will be used for their intended purposes and participants;
- Users recognize the limitations of construction validation research.

Persons contemplating use of the instruments may obtain copies for review from the University of Cincinnati (see below), but may not use the instrument without certifying to the above.

Contact Information: The above two assessments may be obtained through the University of Cincinnati. A web page (www.uc.edu/corrections) is available to obtain overviews of each of the instruments, research reports, psychometric reports, and training opportunities. Interested parties should contact Ashley Bauman (Ashley.Bauman@uc.edu).

3. Service Planning Instrument for Women (SPIn-W)

The Service Planning Instrument for Women (SPIn-W) is a 100-item tool for assessing risk, need and protective factors in women offender populations. SPIn-W is suitable for use in probation, parole, custody and other correctional settings where there is a requirement to assess risk of recidivism and identify service needs. The SPIn-W includes an abbreviated 35-item “Pre-Screening” version used for making initial decisions about supervision levels. The longer “full assessment” version is used for case planning purposes. Based on a variety of assessment sources, SPIn-W provides a template for entering assessment information that has been collected by probation officers, classification officers, case managers or other service practitioners. SPIn-W is designed to address need and responsivity issues that are particularly relevant for developing case plans for women.

While the content of the tool overlaps with traditional risk/need assessment protocols for general populations of male and female offenders, the SPIn-W includes additional content that is highly relevant for serving women clients. For example, there are a number of items related to child custody and parenting issues, domestic violence, mental health, social support, and community living. Items in assessment domains related to attitudes, aggression, interpersonal skills, and cognitive skills have been tailored to take into account how these areas of risk are manifested in female offender populations.

The full assessment SPIn-W is comprised of the following domains:

- Criminal History (Previous offenses and dispositions)
- Response to Supervision (Performance under criminal justice supervision in the past, e.g., violations)
- Family and Children (marital problems/satisfaction, relationships with children, parenting, custody, family of origin)
- Social Network (positive and negative social influences, community participation)
- Substance Use (frequency of use, severity of problems)
- Vocational/Employment (employment/vocational service needs, employment stability)
- Attitudes (anti and pro-social attitudes)
- Social/Cognitive Skills (interpersonal, problem-solving skills, emotional expression and regulation)
- Mental Health (mental health conditions, previous abuse)
- Violence (history of violence, anger/hostility)
- Community Stability (accommodation, finances, access to resources)

In addition to the gender responsive content of SPIn-W domains, the inclusion of protective factors or “strengths” is a key element of innovation in this assessment model. Rather than measured using overall ratings of broad categories (e.g., family strength), strengths are measured at the item level using behavioral or attitudinal referents. Each domain (e.g., family and children, social networks, etc.) includes strength or protective factor content. Both domain and overall level scoring is available for strengths. Hence, on reassessment, practitioners monitor for decreases/increases in both risk and strengths. Highly intuitive for case managers, the assessment of protective factors focuses case plans to capitalize on strengths and helps develop resources for success. The incorporation of strengths grounds the model in a case planning process that is mobilizing for both the women offenders and the professionals who must develop and monitor case plans.

Motivational components have also been included in the assessment model. At the domain level, assessment users are invited to consider the motivational elements that might need to be addressed in dealing with a particular area that places the woman at risk of ongoing criminal conduct (e.g., family, substance use, social networks). The inclusion of motivational content in each domain (which is not scored as risk) keeps the case manager focused on the case planning intent of the instrument. By focusing on motivational factors within the assessment, the case manager prepares for the work of debriefing with the women and engaging her in the case planning process. In addition to motivational items, the domains also include items that help assessment users review the resources (both external and internal) that the women can draw upon to reduce risk and increase or maintain strengths.

The SPIn-W is conducted using web-based software whereby the users enter information and achieve results through a browser interface (e.g., MS Internet Explorer). The software is easy to use and includes both assessment and case planning components. The results are shown in a graphic format that displays both risk and protective factor scores on a wheel diagram. The interactive wheel diagram is then used as the starting point for

the case planning process. The software provides a step-by-step guided process for focusing on the issues that will become priorities in the case plan and delineating the goals action plans to address the priorities.

The assessment, case planning and software application used with SPIn-W is based on the SPIn (used for both male and female adult offenders) and the YASI (Youth Assessment Screening Instrument) assessment tools.

Contact Information: SPIn-W is available from Orbis Partners Inc. (www.orbispartners.com). Please contact Dr. Marilyn Van Dieten at (416) 539-9300, email: VANDIETEN@aol.com .