

Top 10 Crashes on the Road to Good Team Communication

**Building Stronger
Connections for
Better Outcomes**



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Learning Objectives

- The **multidisciplinary team** & the importance of **good communication**
- **Top 10 common barriers** to effective team communication.
- **Practical advice to improve** team communication in treatment court settings



The Multidisciplinary Team

When we work together, we succeed.

- ✓ **Key feature of the treatment court model**
- ✓ **Nonadversarial, collaboration, consensus:**
We work as a team, and we stay in our lanes.
- ✓ We each have **different training, backgrounds, perspectives and priorities**, but together we represent the criminal justice community.
- ✓ **We can't have effective collaboration without good team communication.**
- ✓ **It requires trust and respect for each other.**



Importance of Trust, Honesty & Respect

- **Promotes Effective Collaboration:** Without trust, team members may hesitate to share information or collaborate, which can hinder participants' progress.
- **Improved Outcomes:** Respect for teammates expertise and role ensures that participants are treated professionally and competently.
- **Innovation:** Open, honest communication and the exchange of ideas are essential for improving services and processes.

➤ **How do we miss the mark?**



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The Top 10!





WWYD: KNOW YOUR ROLE?

- The treatment court finally got funding to hire a case manager, Janet.
 - In the interim the probation officer and court coordinator have been sharing case management duties, meeting with participants regularly, setting goals and coordinating services.
 - Neither wants to relinquish these duties as they have formed a therapeutic alliance.
 - Janet says, “But, these are my duties!”
- **What is the solution?**

D/H

What is the solution?

1. Continue the arrangement sharing duties equally. Many hands make light work!
2. All team members should stick to their tradition roles.



1. Unclear and/or Overlapping Roles & Responsibilities

When team members are unsure of their roles and responsibilities, it can lead to turf wars, confusion and inefficiency, hindering effective communication and collaboration.

➤ Best Practice SOLUTIONS:

- **Create a team MOU** that CLEARLY defines all roles and their duties and responsibilities. What will be shared?
- **Fill ALL team roles.** Each is essential. Wearing multiple hats and straying from our lanes never works.
- **Publish MOU, all policies** in the policy manual and handbook in detail.





- Each team member has a specific role and duties. Respect each other, respect boundaries!
- If the thing you want to do is not in your listed duties, don't do it!
- **What if you think a teammate, the team—or the JUDGE-- is acting out of bounds?**
- Speak up. If necessary, report it— especially if it's causing harm.
- **Beyond communication breakdown, there can be LEGAL consequences.**
- **Protect YOURSELF, the team, program & county from liability!**

WWYD: Who must attend staffing?

The judge, team deputy, CM/probation officer and treatment counselor regularly attend staffing. The team DA and defense attorney are frequently absent due to other court duties. The judge was a former defense attorney, and the DA feels the team deputy can advocate the state's position.

Is this acceptable?



Is this acceptable?

1. Yes. Though not ideal, it is acceptable.
2. No. It's not acceptable.



2. Not All Team Members Attend Staffing

- Each role was carefully selected and is unique and essential.
- **Best Practice:** All key members attend staffing and court.
- The judge needs the collaborative input and full participation of every team member, per the **model**. Otherwise, we miss important info!
- **More Great Reasons:**
 - Without full representation at staffing, the court will be subject to receiving ***ex parte* communications**.
 - Research shows the participation of the **entire team** at staffing had a significant positive impact on **outcomes and cost savings**.



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One More Thing

- Staffing should include key team members (judge, prosecutor, defense attorney, treatment, supervision & LE)
- Not the place for community partners & peer members unless a special circumstance.
- We honor and protect participant privacy.

WWYD: How much should we share?

The treatment provider rarely shares anything with the team beyond participant attendance and general compliance. The team says they need more info to craft appropriate responses that support treatment goals. Provider says that would undermine the therapeutic alliance and she does not feel comfortable sharing more.

➤ **Is this acceptable?**



Is this acceptable?

1. Yes. Though not ideal, it is acceptable. Client trust and confidentiality is paramount
2. No. It's not acceptable. The team needs more information to respond appropriately.



3. Information Silos & Refusal to Share

Information silos occur when team members or departments hoard information rather than sharing it with the rest of the team. This leads to a lack of transparency and coordination.

➤ **Best Practice:** Team members must share enough information so the team can make informed decisions that support recovery.

- While the provider does not have to share everything, **much more is needed than attendance** and a blanket statement of compliance.



The Scope of Disclosure is the “Minimum Information Necessary”



- Determining the “minimum information necessary” to disclose to the team is can be very difficult. Every case is different.
 - **The team needs enough info to craft effective responses to behavior that will support treatment goals.**
- **Best Practice: Treatment providers MUST have training in the drug court model & their role.** All Rise (NADCP) has an outstanding 2-day training for treatment: <https://allrise.org/trainings/adult-treatment-provider-training/>

ADCBPS Best Practices: What Treatment Should Share With the Team

Source: www.AllRise.org,
Adult Drug Court Best
Practice Standards, Vol. 2
“Multidisciplinary Team”

At a minimum, the following data elements should be shared:

- ✓ Attendance at scheduled appointments
- ✓ Assessment results pertaining to a participant’s program eligibility, treatment and supervision needs
 - ✓ (Provide SUD/ MH diagnoses)
- ✓ Drug and alcohol test results, including efforts to defraud/ invalidate tests
- ✓ Case management, **treatment plan** and attainment of **goals**, such as completion of a required counseling regimen
- ✓ Homework assignments completed or currently working on

ADCBPS Best Practices: What Treatment Should Share, cont'd.

- ✓ Current level in treatment
(and what they need to do to move forward)
- ✓ Any **barriers** to progress
- ✓ Evidence of symptom resolution, such as reductions in drug cravings or withdrawal symptoms
- ✓ Evidence of treatment-related attitudinal improvements (insights or motivation for change)
- ✓ Adherence to legally prescribed and authorized MAT
- ✓ Unauthorized prescriptions for addictive or intoxicating medications
- ✓ Threatening, or disruptive behavior

Insufficient Info: It's Not Just a Treatment Issue!

Is this enough?

ALL team communication should provide **sufficient details** so the team can craft effective behavioral responses!

Probation
Officer

"Amy tested
positive this
week."



Better!

The judge needs to know the **key details** to be able to address the participant in court and have an informed conversation.

Amy tested positive for MDMA (Ecstasy) on Nov 15th. It's a confirmed test, and she admitted after we received the confirmation. She said she went out with her old friends even though she knew it was a bad idea.

Probation
Officer



Good Communication Improves Outcomes

- **Research:** When treatment communicates with the team throughout the week, **participants recidivism rate is 119% lower** than participants in programs that don't do this!
- **Caution: Be careful with emails!** Emails are not protected from public records requests. You don't want the world to see your snarky email!
- Emails should update the team on participant behaviors, progress, changes, barriers, etc.
- Not the place to be argumentative or engage in team splitting



Emails: Remember the 7-38-55 Rule

➤ **Research:** Mehrabian's Communication Model (1967)

- 7% of meaning is communicated through spoken **word**
- 38% through **tone of voice**
- 55% through **body language**
- **Tone is up for interpretation in emails!**
- A poorly worded email may be interpreted as sarcastic or hurtful by the reader
- Stick to the facts and the issues at hand and **be wary of "tone"!**



Defense Attorneys, Prosecutors and LE Have Far More Stringent Confidentiality Restrictions

- **Defense Attorneys:** represent participants and CANNOT disclose without specific permission.
- **Prosecutor & LE:** first obligation is to their employer (DA, Sheriff, etc)
 - ✓ They may not be at liberty to share investigations, pending charges, and soon to issue warrants involving participants.
 - ✓ **Pay attention when they say,** “We really need to table this promotion for a week or so.”



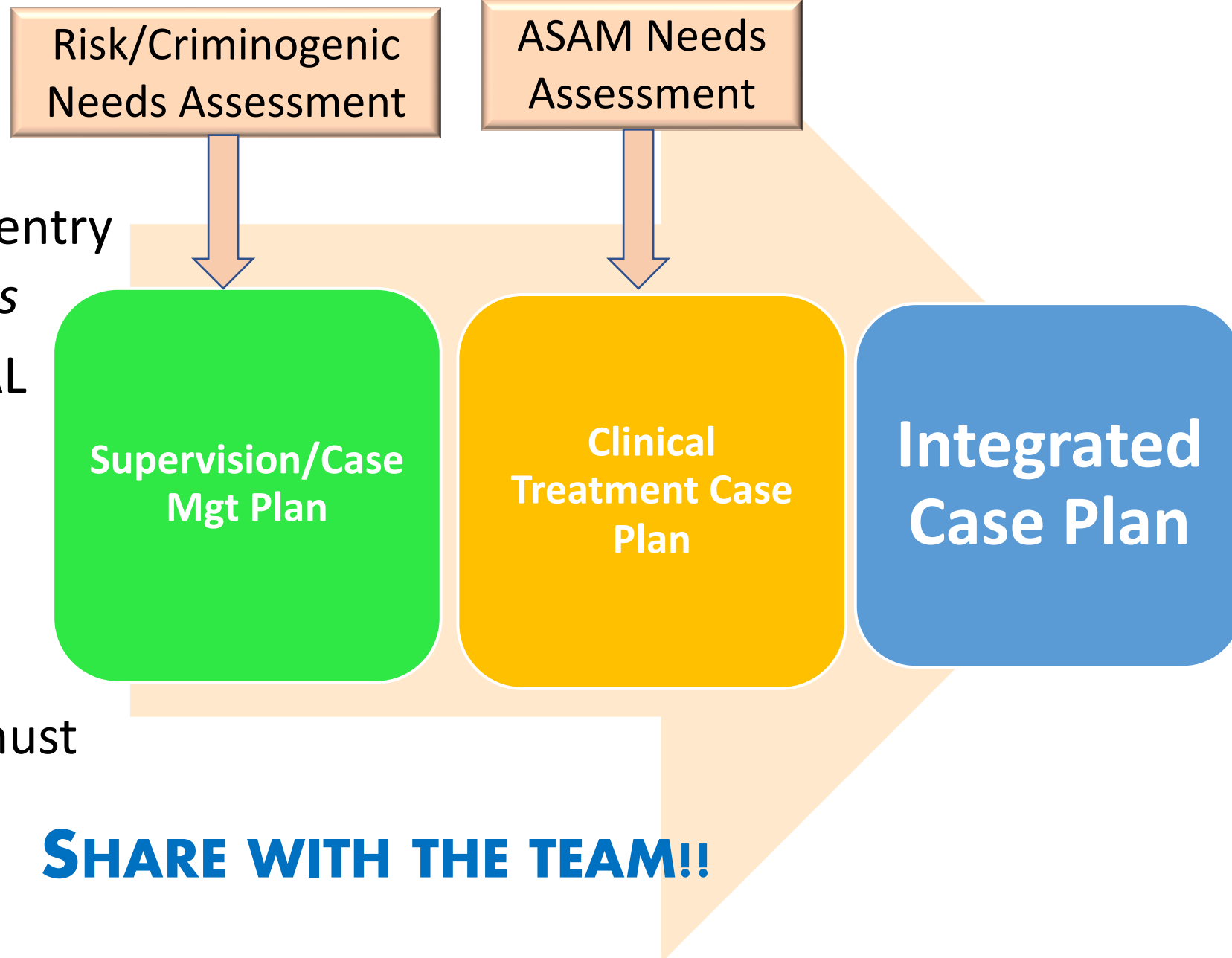
Best Practice: Use Integrated Case Planning

- An integrated case plan is a collaborative effort **involving the entire team** to promote recovery and reduce recidivism.
- Does the team know the treatment goals and case plan? The supervision/ case management plan and goals, too?
- Are these plans **integrated** so all can work together to promote recovery, reduce recidivism, and facilitate the rehabilitation of individuals with substance use disorders.



Assessment Should Lead to Action!

- First, DO them, BEFORE entry
 - Not just risk *screeners*
- Don't forget the CLINICAL assessment.
- Use results to create:
 - Treatment plan
 - Supervision plan
- Integrate! These plans must dovetail and



WWYD: Chip Flipped the Script!

Chip, Ph. 3, had a rough week and used. He tested positive and told his case manager he was dealing with some tough issues in treatment and just fell apart. It was his 3rd positive this month. At the CM's suggestion, he went to daily meetings with his sponsor and even led a meeting. He has had no further positives and is very engaged in treatment. At staffing 2 weeks later, the team hears all this for the first time & notes the matrix recommends a 32 hrs CS sanction.

➤ **Is it appropriate to give this sanction now?**



Is this appropriate?

1. Yes. To be fair and consistent, the team should follow the matrix recommendation
2. No. Chip used his skills to correct the behavior. Punishing now may cause anger, frustration, and disengagement.



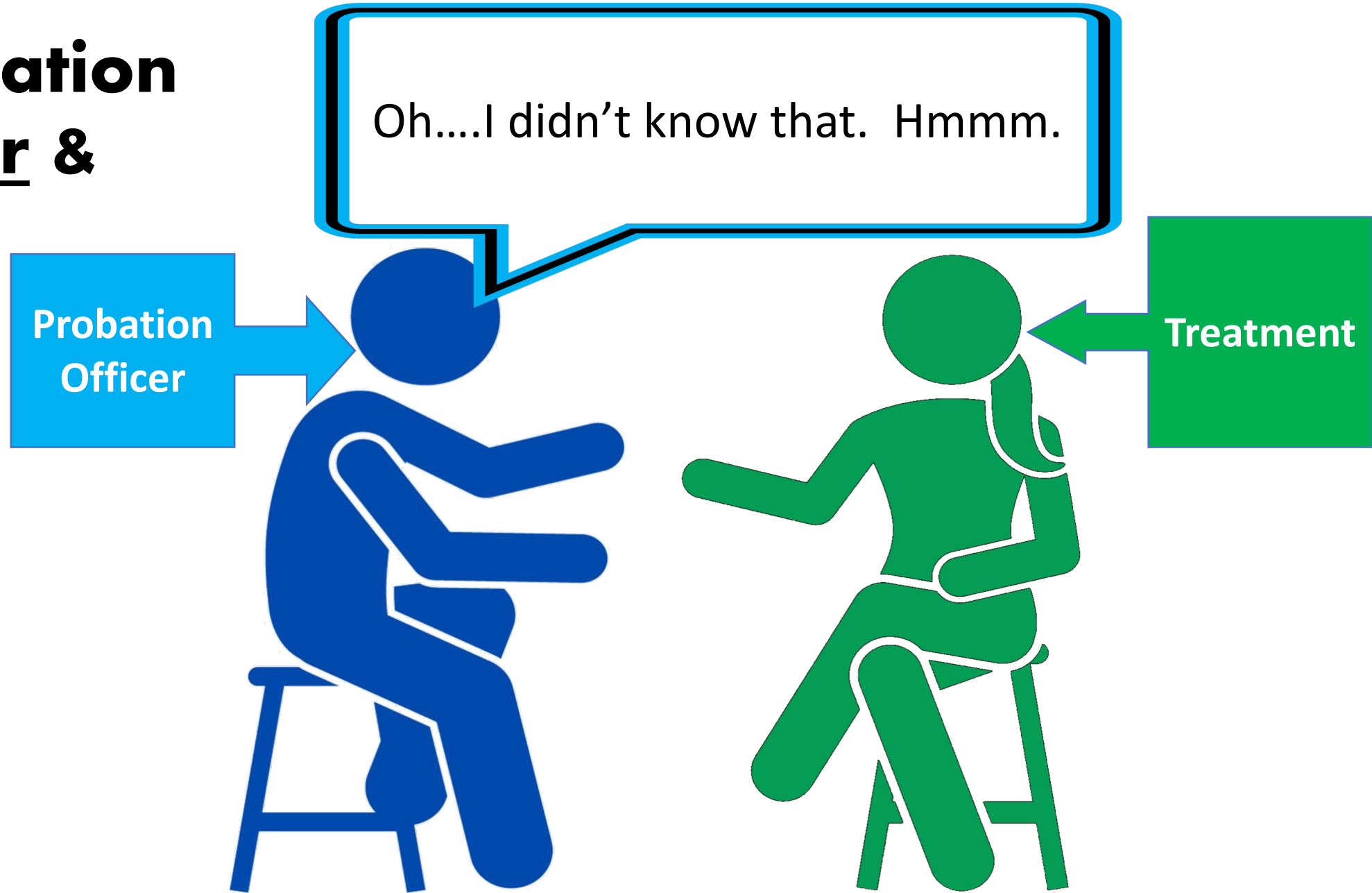
4. Failing to Communicate, Collaborate (& ACT) Promptly

- **Staffing begins long BEFORE the team staffing meeting.**
 - Participant behavior changes rapidly.
 - Responses are most effective when delivered immediately: within hours to a few days at most
- ✓ Waiting to respond can cause harm (Chip!)
- ✓ When we fail to respond promptly, **we miss valuable opportunities to stop inappropriate behavior** and motivate repetition of positive behaviors.



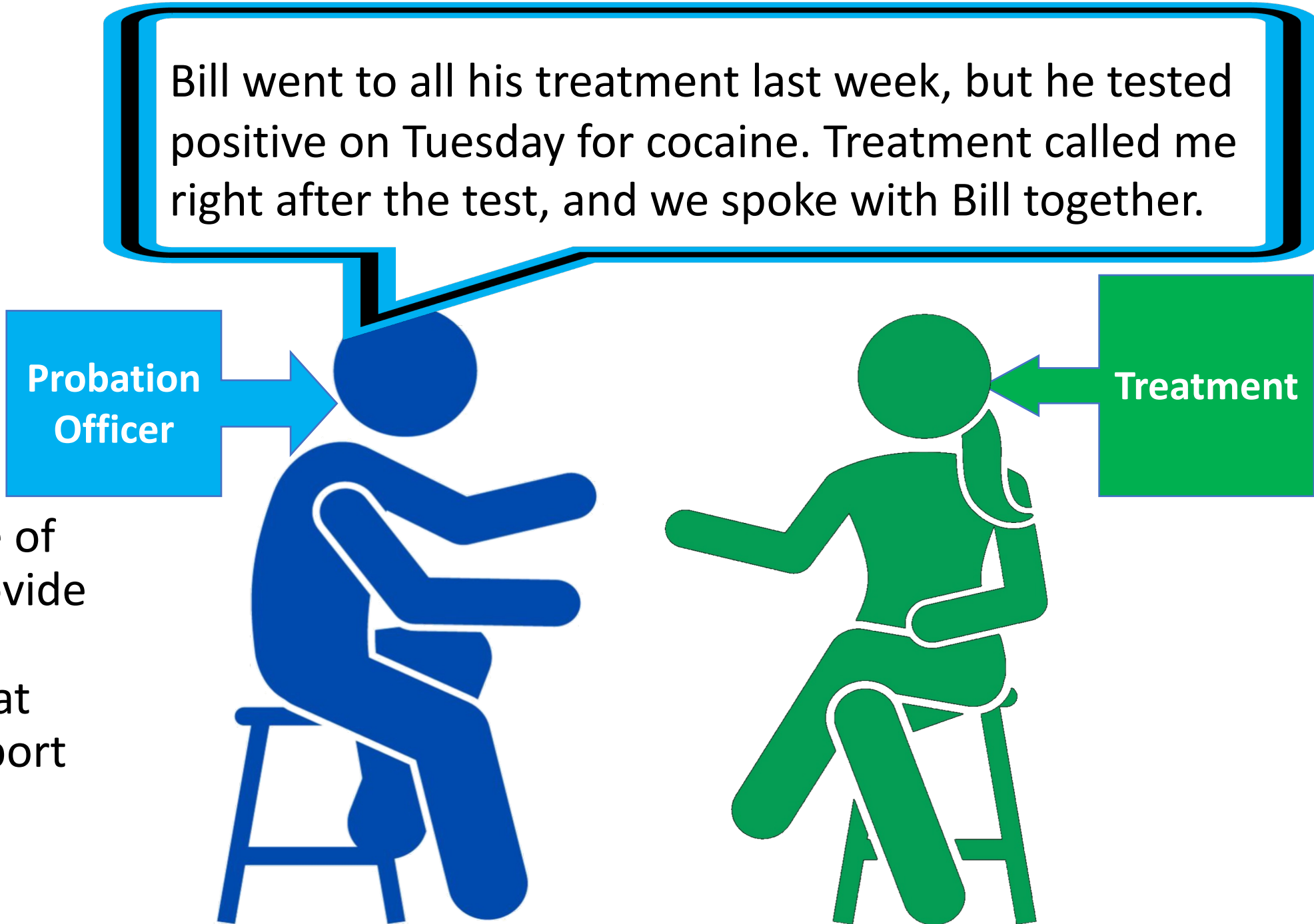
Staffing: Communication Must Occur & Be Timely

- Information becomes stale quickly.
- The quicker you respond to a behavior, the better the results.



How it Should Have Gone

Timely exchange of
info helps us provide
effective
interventions that
initiate and support
recovery.



Best Staffing Practices

- **Communicate information about participant behaviors with ALL team members ASAP** throughout the week via email, text, Zoom, etc. to **begin collaboration, foster due process**
- **Empower staff to deliver responses NOW.**
- Create a court “walk in” policy for addressing emergencies.
- **In court, responses to many behaviors should already have been delivered, with team input.**
- That takes nothing away from the judge, who will recap in court, creating learning for all!



One More Thing



**DUE PROCESS?
JUST DO IT!**

- The only thing that tops immediacy is due process!
- If participant says, “No, it didn’t happen that way” then **STOP**.
- This is now a matter for the lawyers and the judge.
- Though we operate informally, we are real courts, and the rules still apply.
- Participants should be admonished of their rights, have an opportunity to explain or contest factual disputes **BEFORE** a sanction is imposed.

5. Trying to do it All at the Staffing Meeting

- Do you wait until staffing to discuss/craft behavioral responses?
- Do you waste valuable time reading the staffing reports for the first time?
- Do you focus on who's on fire and not have enough time to discuss incentives? **Don't waste precious time!**
- ✓ **Solution:** Staffing sheets should be completed in advance, contain all proposed sanctions, incentives, treatment and supervision adjustments AND they must be sent out **the day before staffing** so everyone has already read them **BEFORE** staffing.



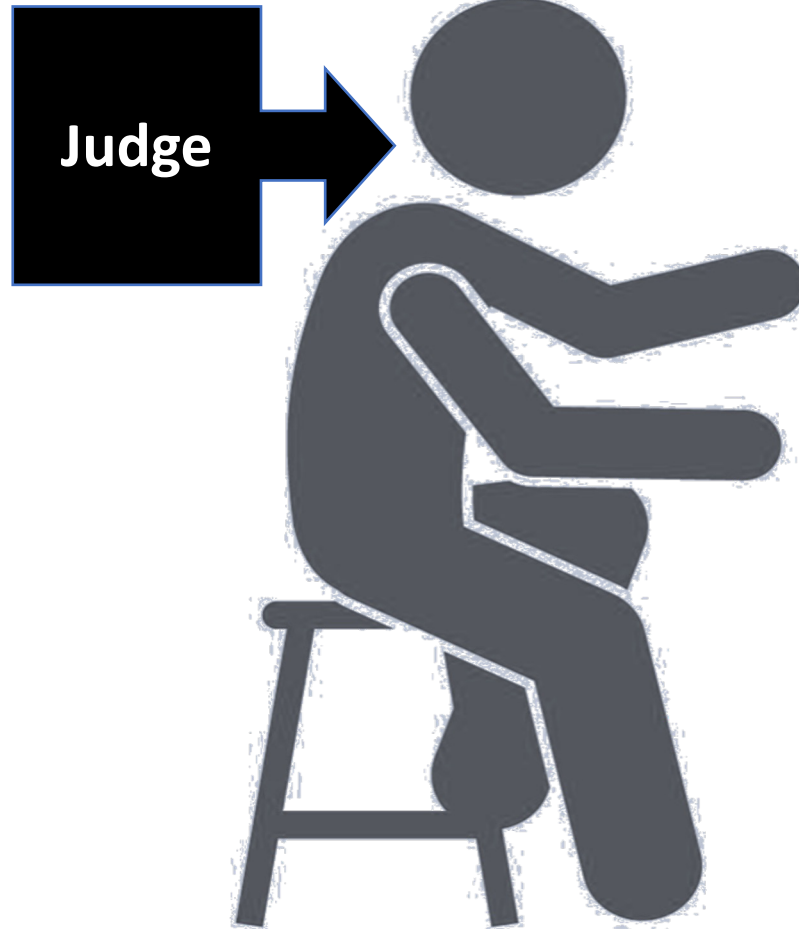
Note: An Overwhelming Workload Can Be a Barrier, Too

- **An overwhelming workload can lead to stress and burnout, which can affect team members' ability to communicate effectively, share information, and make well-informed decisions.**
- HR/HN participants require vigilant supervision.
- Caseload should not exceed 50. At 30+, be wary.
- Clinician caseload: 50 max if providing case mgmt
- **Don't take more participants than you have the resources to serve.**
- **Don't overwhelm staff who provide direct services.**
- **When staff is overworked, mistakes are made.**



Staffing: Communication Must Be Accurate

Reggie failed to attend treatment last Friday.



Nothing is more embarrassing when the judge has been given wrong information.

Later in Court:

When we get it wrong, at best, we missed an opportunity to motivate positive change. At worst, we can cause real harm.

Reggie, I'm so sorry about that. Good job on getting to treatment.

Judge

What?! Are you kidding me? I never miss treatment. No matter what I do, I always get in trouble.

Reggie

{ **Probation:** } Umm, Judge? I just got off the phone with the facility. He was there.

How it Should've Gone

Reggie, you're doing a great
job going to your treatment!
How do you think that is
helping your recovery?

Judge, thank you for noticing.
I like treatment. I've been trying really hard.
I'm learning I need to stay away from some
people I used to hang around with.

Reggie

Judge





Everyone Comes Prepared


In addition to frequent team email communication:

- Throughout the week, all team members send their reports/ info to one place– the person responsible for preparing staffing reports.
- **Recommended:** The finalized staffing reports are sent to all team members at least **24 hours in advance**.
- Everyone reads the reports **prior to** staffing.
- Team defense attorney needs as much notice as possible. Due process!!
- Team members **bring relevant records** to staffing: medical records, assessment results, testing results, field visit notes, etc.

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Staffing: Communication Should Be Concise

I asked him if he set an alarm on his phone, and he said, "Yes, but I slept right through it even though it's right next to my bed." He said he's really tired right now because he's working the night shift at the 7-11...



Is she ever going to get to the point?!

Staffing: How it Should've Gone

Juan slept through his alarm on Saturday the 22nd and did not appear for his random test. He's been working the night shift at his job. We discussed setting a second alarm, which he'll try.




**Time is fleeting at staffing!
There is so much to talk
about. Get to the point!**

D

WHAT'S THE BEST FORMAT?

- Use a **separate page** for each client.
- The old docket sheet method provides very little info— mostly what went wrong.
- **We need room for: What went RIGHT!**
- **Treatment barriers & goals, progress, program compliance, testing, promotion, stage of change, etc.**
- **Response history:** incentives and sanctions
- **Little details** (weekend plans, job promotions, a new puppy) that the judge can discuss.

TREATMENT COURT CASE STAFFING SUMMARY																															
	<table border="1"> <tr> <td>Client:</td> <td>Doe, Jane</td> <td>DOB: 08/31/1982</td> <td>Date:</td> <td>4/1/2019</td> </tr> <tr> <td>SPN/Case #:</td> <td colspan="2">12345678 / 12345671010</td> <td>Officer:</td> <td>Vincent</td> </tr> <tr> <td>Phase: 2</td> <td>CSR Hours: 60/60</td> <td colspan="2">Sobriety Date:</td> <td>9/15/2018 (last pos)</td> </tr> <tr> <td>Intake Date:</td> <td>8/17/2018</td> <td>Class A/B Misd.</td> <td>Referral method:</td> <td>ACOCs- violations</td> </tr> <tr> <td>ODL/TDL Status:</td> <td>TDL eligible</td> <td colspan="2">Suspension dates:</td> <td>N/A</td> </tr> <tr> <td>Current Risk:</td> <td>Moderate</td> <td>Current Needs:</td> <td>Moderate</td> <td></td> </tr> </table>	Client:	Doe, Jane	DOB: 08/31/1982	Date:	4/1/2019	SPN/Case #:	12345678 / 12345671010		Officer:	Vincent	Phase: 2	CSR Hours: 60/60	Sobriety Date:		9/15/2018 (last pos)	Intake Date:	8/17/2018	Class A/B Misd.	Referral method:	ACOCs- violations	ODL/TDL Status:	TDL eligible	Suspension dates:		N/A	Current Risk:	Moderate	Current Needs:	Moderate	
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Risk/Criminogenic Need	Status/Progress/Plan *Focus on Goals for Top 3																														
1. History of antisocial behavior (Criminal History)	Presenting charge: Forgery, possession, paraphernalia																														
2. Antisocial personality patterns (Consider Trauma History)	No indication of anti-social personality																														
3. Antisocial Cognition (Criminal Thinking)	On Step 2 of MRT																														
4. Antisocial Associates	Jane has been spending time with some old associates from high school who are currently using and who live near mom. Jane has also participated with peer mentors at bowling night. 1. Current Goal - focus on more peer mentor activities.																														
5. Family/Marital Situation	Accomplished goal! Jane moved out of her (using) boyfriend's house last weekend and is living with her mother who is supportive of treatment																														
6. School/Work Performance	Making progress on her GED 2. Current Goal: Schedule math test by 3/16/2019																														
7. Living Situation	Accomplished sober housing goal! Jane moved out of her (using) boyfriend's house last weekend and is living with her mother who is supportive of Jane's treatment plan.																														
8. Substance Use Disorder/Treatment progress *(ASAM: 6 dimensions of clinical assessment)	Client has diagnosed severe substance use disorder (Heroin). Client is on Vivitrol and is tolerating it well. Client is in CBT and was late for last treatment session, but has attended all required sessions. 3. Current Goal: Client is engaged with treatment and is currently working through plans for responding to specific triggers.																														
STAGES OF CHANGE	Jane is in the action stage on the majority of her goals and appears to have internalized the desire to make changes in her life. She is struggling with the wish to spend time with old friends, although she knows they are not good for her.																														
Benchmarks accomplished towards phase advancement	Jane has completed all required Phase 2 Benchmarks and is filling out application for Phase 3																														
Barriers to services and intervention/plan	Client's mother is ill and may need to move into assisted living. If this happens, client will need new housing. Will monitor mother's condition. Continue with current treatment plan.																														
Summary of Successes	Jane moved away from unhealthy relationship with boyfriend and moved in with supportive mother. Accomplished sober housing goal! Completed all requirements since last court session.																														
Summary of Infractions	Client is doing very well. No issues with non-adherence.																														
Recommended Court Responses	Incentive: Judge acknowledgment of progress, made good decision and important progress in moving out of boyfriend's house and in with mother - 12 Hour CSR Voucher, fish bowl for completing all requirements in last two weeks. Acknowledge she is filling out application for Phase 3. Other responses: Reinforce message that Jane should avoid her high school friends and focus on more peer mentor activities. Ask Jane to talk about activities she could do instead of spending time with old high school friends. Ask Jane to list her other current goals and plan for completing (see goals above and prompt her if she does not remember).																														

6. Power Imbalance

- Does everyone give input at staffing or just a few?
- Judges often hold a position of authority in drug court proceedings. This power dynamic can deter other team members from speaking up or sharing their perspectives, as they may feel intimidated or fear potential consequences. Note: Sometimes it's not the judge but another team member(s) "running the show"
- ✓ **Dangers of this dynamic:**
 - Not the collaborative model!
 - Lack of healthy debate & varying perspectives
 - Team reluctance to challenge authority
 - Lack of transparency, distrust, and team frustration



Best Practices: Participation is Part of the Job

- All team members must give input on responses to behavior.
- **Psychological safety:** The staffing room MUST be a safe space where all team members feel comfortable sharing without fear of ridicule, sidelining, or negative professional consequences.
- When we notice silence, ask that teammate for their input.
- Good communication begins with mutual respect and civility.
- Discuss and create “ground rules” as a team to promote collaboration.
 - “No one speaks twice until all have spoken.”
 - “No interrupting.”
- It's everyone's responsibility to encourage input.



7. Not Trusting Our Experts

Though judges must approve necessary referrals to treatment service...

We should not depart from treatment's recommendation of care.

- Listen to our experts! Treatment recs must only come from treatment.
- It is NOT appropriate for non-treatment staff to advocate LOC! We advocate from within our area of expertise.

➤ **Best Practices:**

Trust treatment but also verify:

Is treatment using manualized, EB curricula?

Do clients receive sufficient dosage? Licensed clinicians with CJ experience? Assessment tools?

Provide oversight, ask questions.



^D **Staffing: Communication Must Be Respectful**

Team members may not always agree, but we're all working toward the same goal: helping the participant.



I've been doing this for 12 years, and I know that inpatient is the only way to get this under control. I need a referral from you stat.

Ever heard
of ASAM,
genius?



Treatment



Better:

- We should respect each other's expertise and stay within our own lane.
- If it's not respectful, some team members will shut down.



Know Your Role!



Whatever your role is on the team, YOU are the resident expert in your role.

Expect respect. Give respect.

The people on the team who are providing direct services are usually the ones who know what is going on.

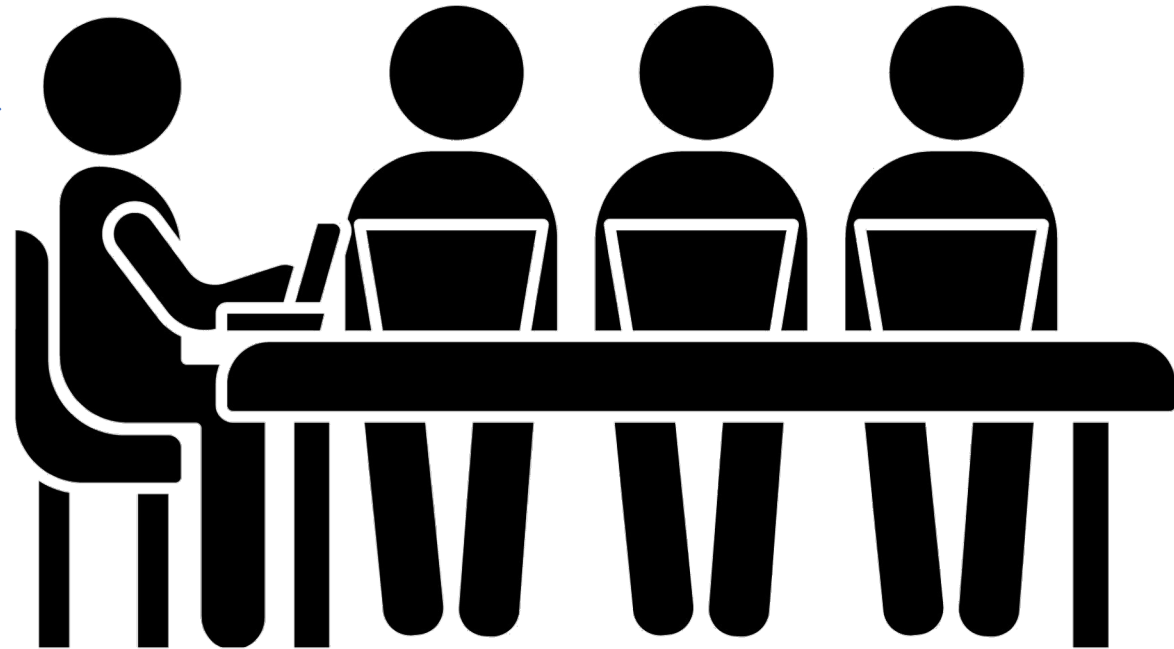
- Their recommendations are paramount.
- Unless public safety or due process is compromised, follow their lead.
- **Judges, if you can live with the consensus, do so.**
 - If the team is wrong, in two weeks you can fix it.

Rely On the **FULL** Team's Expertise!

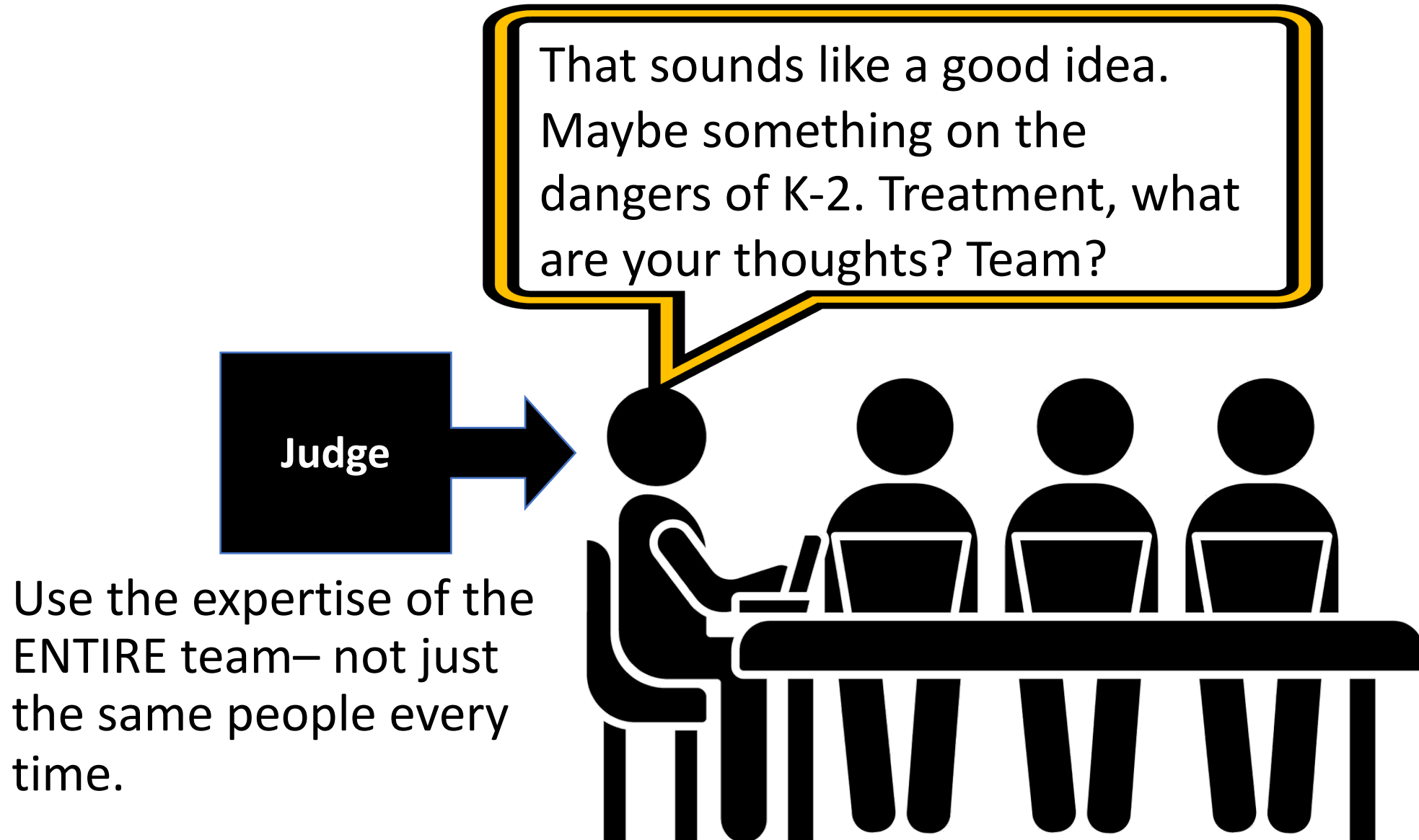
I'll have him write an essay on
the dangers of K-2.

Judge

Does everyone weigh
in– or just 2 or 3?



Better:



8. “Us vs. Them”: Forgetting Our Common Goals

- Is your staffing dynamic all about who’s winning?
- Do the “badges” routinely join forces against treatment and the defense attorney?

Though we all come from different backgrounds and have different priorities we all share the same goals:

- Public safety, reduced recidivism
- Health and well-being of participants
- Successful completion of the program.
- Promotion of long-term recovery.



Combatting Cliques

You may have a problem if:

- Gossip, snark, sighs, and eye-rolling are a “thing” at staffing.
- Team members are afraid/ reluctant to speak their minds.
 - “I already know what the judge will do”, or “Everyone seems to have their minds made up, so why bother?”

➤ **Solution:** Judges (and all team members) must...

- Shut down disrespectful behavior when it happens
- Encourage and empower all to speak their minds.
- Remind team **it's not about winning.**
- We need that input! Respect & trust your team!
- Engage in team bonding activities and team-building exercises to build trust and good communication.



Ideas for Team Bonding

- Take the “Colors” quiz as a team to discover each other’s learning styles. (Handouts!)
- Learn something about each other & their roles: Team Jeopardy or Pub Trivia style-quiz with funny prizes
- Work on a project together like crafting incentives.
- Train together – “Understanding Team Roles”, “Team Communication”, cross train on teach other’s roles, take turns presenting a brief training on another team member’s role



Some Practical Communication Strategies



- Are you really listening or are you waiting for your teammate to just stop talking so you can make your point?
 - Do you get excited and interrupt your colleagues?
 - How do you show your teammates that you really HEARD them?
- The **NIATx Model study** showed Increased job satisfaction and enhanced communication skills (*a ten-court study, Melnick and Wexler 2014*)

NIATx Communication Model Network for Improvement of Addiction Treatment

- ✓ **Avoid Ego-Centered Communications**—Focus on the issue at hand, not trying to be “right” or “win” an argument. Hard for lawyers!!
- ✓ **Avoid Downward Communication**— Don’t lapse into the “I know more than you” syndrome. Hard for judges— and others!
- ✓ **Practice Attentive Listening**—Hear ALL of a team member’s input before planning a response. Hard for ALL of us!
- ✓ **Reinforce Others’ Statements**—Express sincere appreciation for a team member’s input before making counterarguments or changing the subject.
- ✓ **Find Common Ground**—Acknowledge areas of agreement among team members before making counterarguments.

NIATx Communication Model Network for Improvement of Addiction Treatment, cont'd

- ✓ **Reframe Statements Neutrally**—Restate a position in a manner that diffuses anger or frustration.
- ✓ **Ensure Inclusiveness**—Ensure that all team members weigh in on subjects within their area of expertise or experience.
- ✓ **Show Understanding**—Restate others' positions to demonstrate accurate understanding.
- ✓ **Engage in Empathic Listening**—Imagine yourself in other team members' role to understand issues from their perspective.
- ✓ **Sum Up**—The judge should recap the various positions, assure the team that all were considered carefully, and explain his or her rationale for reaching a conclusion or tabling the matter pending further information.

WWYD: Hank Says “No Thanks” to the Team



The team prosecutor Hank was “voluntold” by the DA to be on the drug court team. Hank considers this a career killer as it takes him out of the trial division. He is angry and has zero interest in learning about drug court or his role. He is often disrespectful at staffing. He recommends jail sanctions for nearly everything. He says he’s “too busy” to go to team training.

What should happen here?

9. Difficult Teammate: Resistant to Feedback and Learning

- Do you know someone like Hank?
- ✓ Always negative, obstructive, territorial, divisive, rigid, etc.
- ✓ Doesn't know best practices and not interested in learning.

➤ **Solution:**

- **This one is tricky**– he's the DA's choice
- Counsel, train, replace (if that's an option).
- Remember that conflicts are a natural part of any team, and when managed effectively, they can lead to growth and improved team dynamics.



Some Things To Try to Address Conflicts

If initial efforts aren't working, consider:

- **Time and Space:**

- ✓ Sometimes, conflicts need time to cool off. Allow team members to take a step back and gain perspective before revisiting the issue.

- **Encourage Empathy:**

- ✓ Promote empathy among team members by encouraging them to see the issue from the other person's perspective.

- ✓ Stress the importance of understanding the underlying reasons for the conflict.

- **Focus on the Issue, Not the Person:**

- ✓ Emphasize addressing the issue at hand rather than making it personal.

- ✓ Avoid blame and personal attacks.

- ✓ Encourage team members to provide feedback on how conflicts are being handled and how the resolution process can be improved.

Some Things To Try, cont'd.

- **Collaborative Problem-Solving:**

- ✓ If it's a personality conflict, encourage conflicting parties to work together to find solutions.
- ✓ Brainstorm potential solutions and consider their impact on the team and the program.

- **Think Ahead. Document Conflicts and Resolutions:**

- ✓ Especially when dealing with "difficult" individuals, maintain a conflict log where conflicts, their resolution, and any follow-up actions are documented.
- ✓ This can help in tracking recurring issues and assessing the effectiveness of resolutions.
- ✓ It can provide valuable info if others are brought in to assist.

Some Things To Try, cont'd.

- **Mediation or Facilitation:** If conflicts persist, consider involving a neutral third party to mediate or facilitate the discussion.
 - ✓ A mediator can help guide the conversation, ensure fairness, and find common ground.
- **Supervisory Involvement:**
 - ✓ Consider impact on careers. In more severe or complex cases, involve higher-level supervisors or administrators who can provide guidance and solutions.
- **Follow-Up and Accountability:**
 - ✓ After a resolution has been reached, ensure that there is follow-up to ensure that the agreed-upon solutions are being implemented.
 - ✓ Hold team members accountable for their commitments.

KEEP LEARNING KEEP GROWING



- **Celebrate Successes:**
 - ✓ Recognize and celebrate successful conflict resolution efforts within the team to foster a positive atmosphere.
- **Continuous Improvement:**
 - ✓ Use resolved conflicts as opportunities for learning and improving team dynamics
 - ✓ Reflect on what can be done differently in the future to prevent similar conflicts.

10. Lack of Knowledge & Training: What You Don't Know CAN Hurt You– and Participants

- Do all team members know and employ best practices?
- Have all read the Adult Drug Court Best Practice Standards, Vol. 1 & 2
- Have they all read (and know) ALL team documents?
- Are they cross-trained on each other's roles?
- Do they train together annually?

➤ **Solution: Read! Train! Learn!**

- ✓ When we train, we understand the importance of good communication.
- ✓ It is essential to effective collaboration.
- ✓ It improves participant outcomes.
- ✓ We know **what to share, with whom and when.**



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Interdisciplinary Education

- We are called to educate ourselves, our colleagues, and the community
- Training ESSENTIALS for ALL team members:
 - Treatment court model
 - Your role, colleagues' roles
 - Treatment, testing, supervision
 - Disease: SUD, Mental health, trauma
 - Equity & inclusion
 - Legal issues
 - **Communication & collaboration**



What Kind of New Team Training/Onboarding Does the Court Provide?

- No one should attempt to do this without training!
 - Would you want an inexperienced surgeon for a loved one's surgery?
 - An inexperienced lawyer for your murder trial?
- Relying on “gut instincts” results in mistakes and causes real harm.
 - **Lack of knowledge leads to poor collaboration.**
- Without training, our participant expectations are unrealistic, and we end up focused on punishment and destroying hope and confidence.



I am highly trained and understand the disease of addiction. I understand your struggle. I understand treatment court is the safest place for you to be.

Providing New Team Training Has Never Been Easier!

➤ All Rise New Staff Training Guide:

<https://allrise.org/sample-documents/sample-document-new-staff-training-guide/>

- Provide new staff with procedure manual, handbook, contract, MOU, matrix, etc.
- Provide links to Adult Drug Court Best Practice Standards, TCI Judicial Benchbook, All Rise E-Learning Center *Essential Elements* course
- Provide links to additional training:
 - ✓ www.treatmentcourts.org
 - ✓ www.ndcrc.org
 - ✓ www.SAMHSA.org
 - ✓ Treatment Court Professionals FB group

[Your Logo Here]

Sample New Staff Orientation Sheet for Treatment Court

Welcome to your new role with Treatment Court. Please complete the following [check-list](#) to learn about treatment courts and how your role on the team can positively change lives.

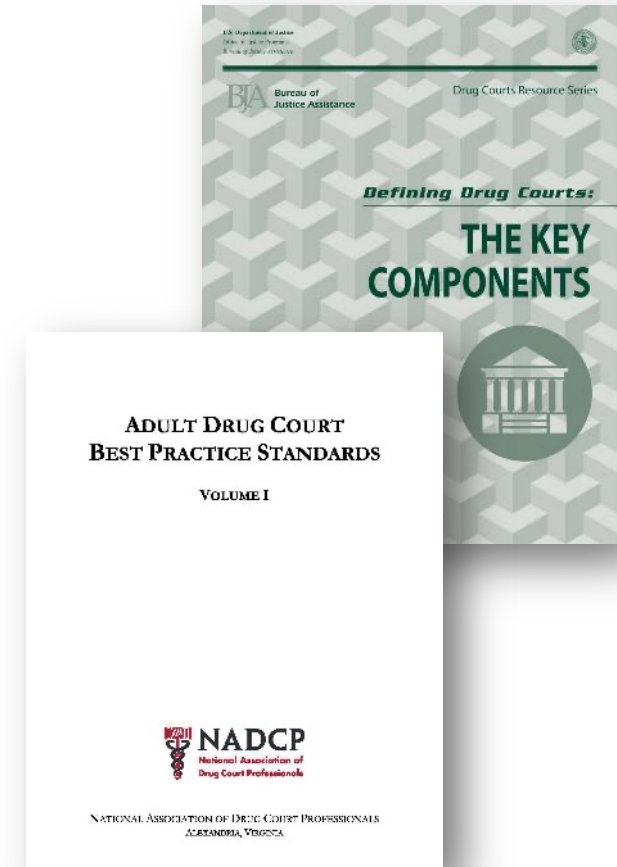
- ☐ Received/Read the Policy Manual
- ☐ Received/Read Participant Handbook
 - Understand the Phase Structure & Phase Requirements
- ☐ Register for the NADCP E-Learning Center and Complete the Essential Elements of Adult Drug Courts online training <https://www.nadcp.org/e-learning-center/>
- ☐ Review the National Drug Court Resource Center and sign up for announcements
NDCRC is your resource for all things treatment courts. <https://ndcrc.org/>
- ☐ Review the Courses on Treatment Courts Online www.treatmentcourts.org:

NDCI Training Videos	Role of Treatment Provider	Role of Coordinator
Role of Probation Officer	Moral Reconation Therapy	Evidence-Based Practice
Building Capacity	Drug Use and Addiction	Cultural Competency
Trauma Informed Care	Incentives & Sanctions	Maximizing Participant Interactions
Role of Defense Attorney	Role of the Prosecutor	Procedural Fairness
- ☐ Review the Following NADCP Publications:
 - Adult Drug Court Best Standards Volume I & II
<https://www.ndci.org/resources/publications/standards/>
 - Targeting the Right Participants for Adult Drug Court
https://www.ndci.org/wp-content/uploads/Targeting_Part_L.pdf
 - Behavior Modification 101 for Drug Courts: Making the Most of Incentives and Sanctions
<https://www.ndci.org/wp-content/uploads/BehaviorModification101forDrugCourts.pdf>
 - Six Steps to Improve Outcomes for Adults with Co-Occurring Disorders
<https://www.ndci.org/wp-content/uploads/C-O-FactSheet.pdf>
- ☐ Sign Up for the Latest Trainings, Publications, Webinars and NADCP Events!

Visit www.ndci.org for more information

What Happens When Teams Turn Over?

- Turnover happens. **What happens when the people who knew how to communicate well and get things done are gone?**
- Everyone should be cross-trained on each other's role!
- Read the Adult Drug Court Best Practices Standards, Vol. 1 and 2, cover to cover at least once every year
- Set minimum annual CE hours for the team.



Avoiding the Top 10 Communication Crashes:

1. Clearly define team roles & duties.
2. All team members must attend staffing.
3. Open the information silos & share!
4. Communicate info promptly & accurately
5. Prepare before staffing. Get to the point.
6. Everyone contributes. Staffing is a safe space.
7. Trust & respect our experts. Be civil
8. “Focus on our common goals. It’s not about winning.
9. Address difficult teammates with sensitivity. Do not tolerate bullying.
10. Train together, focus on teambuilding.



Top 10 Recap

- Addressing these barriers requires a combination of **clear communication protocols, team-building, ongoing training**, and fostering a collaborative and **supportive team culture**.
- Overcoming these obstacles is essential to improving the overall effectiveness of the program and the rehabilitation of participants.

Good News!
These Are All Fixable!



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Top 10 Crashes on the Road to Good Team Communication

**Building Stronger
Connections for
Better Outcomes**



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