



Community Corrections Practices

2012 Report to the Legislature

As required by Second Engrossed Second Substitute Senate Bill 6204

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This is the first of two reports due to the Governor, Legislature, and Stakeholders, as directed by Second Engrossed Second Substitute Senate Bill 6204 and contains information on the implementation of swift and certain sanctioning of offenders under community custody by the Department of Corrections.

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Foreword

“Research shows that traditional mechanisms of surveillance-based supervision and sanctioning are ineffective in reducing recidivism or improving public safety. The legislature is persuaded by recent studies showing that swift and certain sanctions, in combination with treatment-based interventions that address chemical dependency and criminogenic behaviors, are a more effective and efficient use of public resources to affect future crime.”

– Legislative Declaration, Second Engrossed Second Substitute Senate Bill 6204

Community Corrections Practices

2012 Report to the Legislature

Executive Summary

The Washington State Department of Corrections (Department) is responsible for the transition and supervision of approximately 15,000 offenders. These offenders are sentenced in superior court to a term of community supervision and are eligible for supervision because they were assessed as having a higher risk to recidivate, have a sentence alternative, or due to their offense of conviction.

2E2SSB 6204 (6204) was signed into law on May 2, 2012. The model implemented through this legislation was developed based upon the promising practices of the Hawaii Opportunity Probation with Enforcement (HOPE) program and shaped by pilots in this state and other jurisdictions. In accordance with the research, the model places the emphasis on the certainty of the sanction and the swiftness with which it is applied, rather than the severity of the sanction. Swift and certain sanctioning increases offender compliance with rules of supervision, improving public safety in the short term and allowing for more effective case management. This method vastly reduces the inconsistencies in both the application and severity of imposed sanctions for offender violation behavior by distinguishing between low and high levels of offender violation behavior and limiting the aggravating and mitigating factors through a written Behavior Accountability Guide which specifies the Department's response. Although the number of arrests for an offender's violation behavior may increase, the amount of time spent incarcerated, at any one time is significantly reduced. While impacting offender behavior, and achieving better short-term results, the Department's overall confinement costs for processing violation behavior are reduced resulting in a considerable savings.

For long term public safety, offenders assessed as having a high risk to recidivate must receive the appropriate treatment or offender change intervention. Through the budget process, a portion of the savings attained through 6204 was reinvested into offender change programming, to include quality assurance.

To implement 6204, numerous changes were made to the way the Department responds to violation behavior, initiates and applies offender programming, and works with external stakeholders. These changes were accomplished through:

- Continuous policy development and staged implementation of staff training to swift and certain sanctioning and notification procedures for new criminal behavior

- Establishment and strengthening of partnerships with criminal justice stakeholders in jurisdictions across the state
- Training of Community Corrections Officers (CCOs) in evidence-based interventions
- Creation of an Offender Change Division to include a Quality Assurance Team to ensure Department fidelity to the chosen interventions

Report Overview

This is the first of two reports due to the Governor, Legislature, and stakeholders on the status of the implementation of the legislative requirements of 6204. This report will give the background of circumstances leading to the development of the legislation and then describe the current progress in implementing the following requirements of the bill:

- **Violation and Sanction Process** – Details regarding the status on the Department’s development of Washington Administrative Codes, policies, and procedures regarding low and high level violations, a process for aggravating or mitigating a sanction for a low level violation, and the hearing and appeal process for sanctions.
- **New Law Violations** - The authority and notification process when the Department becomes aware that an offender on community custody has committed a new crime.
- **Offender Notification** – Process for notifying offenders on community supervision on the changes and impacts of the new supervision model.
- **Stakeholder Collaboration** – Descriptions of engaging stakeholders and the status of the stakeholders’ workgroups.
- **Staff Training** – Development and deployment of new training to include: Swift and Certain Sanction Training, Effective Practices In Community Supervision, Motivational Interviewing, Thinking for a Change (T4C), and Failure to Obey All Laws.
- **Chemical Dependency Treatment** - Changes in the process for referring offenders for chemical dependency services and the distribution of resources.
- **Outcomes Achieved by Contract Providers**- Submission of Requests for Qualifications and Quotations for contract treatment providers and is contracts amendments to ensure data is available to measure effectiveness of chemical dependency services.
- **Staff Survey** –Efforts to date to engage staff and use the input to model process and practices.

Background

In 1999, the Legislature passed the Offender Accountability Act, which introduced the concepts of evidence-based practices, risk and need assessments, and case management, creating a foundation of principles that continues to guide the work of the Department over a decade of change.

Since 2003, when the Department supervised 65,549 offenders, successive legislative changes have led to a dramatic decrease in the population of supervised offenders. Informed by research demonstrating that supervising offenders who only owe legal financial obligations or who are at low risk to reoffend does not increase public safety, the state of Washington narrowed the population eligible for community supervision. This was accomplished through successive changes to statute, more recently, Engrossed Substitute Senate Bill 5288 (5288) from the 2009 Legislative Session, which removed most offenders assessed as low and moderate risk to reoffend from supervision. This dropped the population on community supervision from 28,894 to 18,929. Tracking of admissions by the Department found that the population that was removed from supervision as a result of 5288 did not return to prison at a higher rate than assumed had they stayed on supervision.

In 2011, the Legislature passed Engrossed Substitute Senate Bill 5891, eliminating the practice of tolling, in which any time an offender spent serving a confinement sanction did not count towards their term of supervision, for almost all offenders other than those being supervised for sex offenses. In addition, the length of the term of supervision was reduced for certain offenders. After applying this change retroactively and recalculating terms of supervisions, the population dropped to just over 15,500 offenders, most of who are high risk to reoffend, had an alternative sentence, or were convicted of a sex offense.

Also impacting supervision practices were several key events in Washington history, including the Great Recession, which resulted in an increased reliance on total confinement to address supervision violations as a means to protect the public. In the 2009-11 Biennium, the state paid over \$60 million dollars to local jails through contracts to confine offenders under the Department's jurisdiction for violations of their conditions of supervision. Offenders were held up to 60 days per violation, which temporarily removed them from the community but also removed them from stable housing, family, employment, and treatment. Though long confinement sanctions could be imposed for offender violation behavior, Community Corrections Officers also had a great deal of discretion in responding to violations, including a variety of non-confinement sanctions. This discretion, while allowing for flexibility, resulted in inconsistencies in sanctioning and uncertainty for offenders as to what penalty would be imposed for violations.

For over a decade, the Department had also been conducting its own administrative hearings to determine sanctions for violations of supervision requirements rather than having these addressed by the court. While this was efficient for the criminal justice system, it inadvertently resulted in less communication between the Department and criminal justice stakeholders including judges, prosecutors, and law enforcement.

In 2011, the city of Seattle collaborated with the Department to conduct a one year pilot program in community supervision, called the Washington Intensive Supervision Program (WISP). This program was modeled using the principles of the successful HOPE program. Although WISP was a modified version of HOPE, it shared each of the research principles of the original HOPE program to reduce drug use, new crimes, and incarceration. The HOPE program relies on swift and certain sanctioning, but modest sanctions in response to every violation during the term of supervision, including failure to appear for an appointment and positive drug tests. Preliminary WISP outcomes were promising although limited due to small sample size. Key findings included: reduced drug use, reduced incarceration, and reduced criminal activity.

The economic downturn and the advancement in research as to what works to reduce recidivism created an opportunity for the Department to reengineer how offenders are supervised. Using principles of effective intervention, a model of supervision was developed that will assist the Department to:

- Identify and implement evidence-based practices to reduce recidivism in a cost effective manner
- Deliver evidence-based cognitive behavioral interventions to higher risk, higher need offenders under supervision in the community, with an adherence to fidelity
- Improve offender motivation to change through use of a combination of incentives and swift and certain sanctions to ensure compliance with the requirements of supervision and motivational interviewing techniques to engage offenders in positive change
- Separate treatment and programming from punishment

Legislation

Entering the 2012 Legislative Session anticipating additional budget cuts, the Department looked to utilize the principles of HOPE to reduce jail bed usage and increase offender compliance while initiating the reengineering of supervision. To this end, the Department requested enabling legislation to continue the shift towards integrated evidence-based framework for statewide community supervision.

6204 was signed into law by the Governor on May 2, 2012. This legislation included requirements for the Department to:

- Inform offenders of the new violation process
- Define violations as either low level or high level
- Sanction offenders who commit low level violations with up to three days confinement and those who commit high level violations with up to 30 days confinement
- Require new crimes committed in an officer's presence to be reported to local law enforcement

- Detain offenders on supervision for one of 21 underlying specified offenses who have been arrested for a new crime for 30 days or until local prosecution files charges
- Increase the use of evidence-based offender change programming
- Submit reports to the Governor, Legislature, and stakeholder on the progress of implementing these requirements

Violation and Sanction Process

- **Establishment of Rules** - Based on the changes required in 6204, the Department has created a new structure for responding to violations of conditions of supervision. The Department has drafted new rules in the Washington Administrative Codes (WAC) and amended existing rules to establish a structured violations process; distinction between Low and High level violation behaviors; presumptive sanctions; and aggravating and mitigating factors. All of the required WAC changes have been drafted, reviewed, and approved internally, and are expected to be approved within 30 days of receipt by the code reviser.
- **Department Policies and Forms** - The Department devised a staged plan for implementation of the changes contained in 6204 by moving to the new sanctioning model office by office, beginning with three field offices located in different areas of the state, and each with its own unique challenges. The Department continued from the three original sites and adjusted and refined practices from the lessons learned and incorporated best practices from the experiences gained as each office transitioned to the new model. Major revisions were required to several policies: Intake (policy 310.100), Community Supervision of Offenders (policy 380.200), and Arrest & Search (policy 420.390A), along with applicable forms and policy attachments. As an office transitioned to the new supervision model, the revised policies were deployed to guide the staff in the new procedures. As the implementation was rolled out, the interim policies were updated to reflect the practices developed with the application of the new sanctioning process. As of September 2012, all community corrections offices have been shifted to the new sanctioning model and the interim policies are being finalized for statewide application.

New Law Violations

Prior to the implementation of 6204, offenders on community supervision that were alleged to have committed a new crime were held on a Department detainer for long periods of time prior to being charged with the new crime or in lieu of being charged with a new crime. The new legislation limits the amount of time the Department may hold an offender when a new crime is committed to three days of confinement and requires the new criminal behavior be addressed through the criminal justice system, and not as violation of supervision. There is an exception for offenders that are being supervised for a specified offense, in which case, the offender may be held up to 30 days. The Department has

developed a process for Community Corrections Officers (CCOs) to report the facts and circumstances of the alleged new crime to law enforcement or local prosecutors and CCOs across the state are being trained on this activity.

Offender Notification

All offenders are informed of the violation/sanction process upon intake (when an offender begins supervision) and are required to acknowledge this by signing a form indicating that they understand the process pertaining to sanctions resulting from violations of conditions. The process involves clearly articulating expectations and engaging with the offender around those expectations.

In order to implement 6204, all offenders that were that were on supervision at the time the new sanctioning model was applied had to be oriented to the swift and certain response to violations and new criminal behavior. This process is fully implemented and over 14,500 offenders have oriented to the new sanctioning process, based on reporting between June and November of 2012.

Stakeholder Collaboration

Throughout the development of 6204, the Department maintained close contact with stakeholders, most notably law enforcement, labor, and prosecutors. Despite much uncertainty as to what the final bill would bring, conversations were held locally and with representative groups. These discussions described the basic premise of the swift and certain sanctioning model and the anticipated outcomes for the Department, affected agencies, and the counties.

The impact of 6204 on local jails differs around the state. For larger jail facilities, the increased number of arrests and decrease in length of confinement resulted in more work for their staff and less contract dollars overall. At the same time, the Department's need for bed capacity for short term confinement sanctions in all areas of the state required an expansion of the existing contracts from 23 to 59 jails. A small team comprised of Department staff was deployed to meet with jail administrators, law enforcement, and prosecutors across the state to explain the principles of swift and certain sanctioning and increase contracts in identified geographical areas. The new contracts reduced the distance a CCO has to travel in order to confine an offender for a violation of the terms of their supervision. It also created the opportunity to begin dialogue about how to operationalize in each jurisdiction. This engagement continues between local field offices and officials across the state.

Recognizing that the Washington Federation of State Employees (Council 28) is one of the Department's most critical stakeholders, a representative from the Council was asked to participate as a member of the implementation team. This created a level of transparency with the policy development process and allowed staff a level of confidence that they did have a say in how the changes required by the bill would implement the strategies defined in legislation.

The Department engaged with stakeholders by attending and presenting at meetings held by associations, such as the Washington Association of Prosecuting Attorneys, the Superior Court Judges

Association, and the Washington Association of Sheriffs and Police Chiefs. A more comprehensive list of stakeholder engagement can be found in Appendix B.

Finally, the Department convened a workgroup of chemical dependency treatment providers, crime victim advocates, and sexual deviancy treatment providers to ensure that the Department's practices are sound and the changes in supervision included in the new law are transparent. First meeting of this workgroup was held October 29th, 2012.

Staff Training and Reinvestment Update

Reinvestment Update

The Community Corrections Reengineering plan identified staffing estimates to provide Cognitive Behavioral Interventions (CBIs) with quality assurance to high risk offenders, and funding needed to provide motivational interviewing training for staff and an increase in chemical dependency treatment services for offenders.

One significant difference in the evidence-based treatment philosophy is that offenders are prioritized for treatment prioritized based on risk and needs assessments, rather than as a sanction for violation behavior.

Contained in the Fiscal Year 2012 Final Supplemental Enacted Budget Bill (Third Engrossed Substitute House Bill 2127), was the following proviso:

“\$6,362,000 of the general fund--state appropriation for fiscal year 2013 is provided solely to implement an evidence-based risk-needs- responsivity model for community supervision of offenders.”

The reengineering plan follows this model by focusing resources on the higher risk offenders, targeting criminogenic needs, and addressing responsivity issues. At the time the initial plan was submitted, it was projected that the number of high risk offenders on supervision by December 2012 would be 9,907. In order to structure implementation, the Department began with an August 31, 2012, point-in-time number of offenders assessed as high risk to re-offend, then eliminated those who were not currently available for supervision, those who would not be on supervision past December of 2012, those that had already received a CBI for the year, and those that had a higher need for other treatment (as described below). This left approximately 4,000 offenders to be prioritized for Cognitive Behavioral Interventions (CBIs) for this fiscal year.

Consistent with the need principle, high risk offenders with high criminogenic needs in sexual deviancy, mental health, and chemical dependency are prioritized for treatment of those needs, before CBIs. In addition, offenders on Supervised Appeal, Insanity Acquittal, and/or those with court ordered sentencing alternatives of the Special Sex Offender Sentencing Alternative or the Drug Offender Sentencing Alternative, and those under the jurisdiction of the Indeterminate Sentence Review Board (ISRB), will be prioritized for services and treatment according to the Court/ISRB orders.

The plan outlines the programming goals for offenders. However, the amount of time needed for staff training, coaching and mentoring necessary to achieve adherence in evidence-based interventions was underestimated by the Department. Each evidence-based intervention has specific recommended training and quality assurance protocols to achieve the best results. The Department has been working closely with the contractors to develop a plan to test operational aspects.

During the first one to two years of implementation, the Department must train staff in many new aspects of the reengineering plan. In order to ensure staff has the capacity to learn and implement each new change, training must be phased in. Funding for a workload study has been requested to identify changes in workload associated with providing chemical dependency treatment and CBIs. As operational aspects are developed, there will be on-going training, coaching, monitoring and mentoring, along with collaboration with the stakeholders, as needed.

Staff Training

- **30-day sanction restriction training** – Based on language contained in the bill, all sanction confinement was restricted to a maximum of 30 days, and was effective on the date the bill was signed. As this portion of the bill had the earliest impact, the Department immediately trained and implemented a 30-day restriction on all sanction confinement time. Staff was trained through electronic notifications, WebEx training tutorials, and staff meetings statewide. Verification of implementation was achieved through supervisory oversight, review of hearings data, and monitoring of the declining violator population. Statewide training has been completed at this time.
- **Swift and Certain Sanction Training**- An implementation team was designated and staff developed a training protocol to include forms and policies. To ensure a responsible and successful implementation, the team developed a staged implementation plan, beginning with three field offices, each in a different area of the state and each with its own unique challenges. The three sites were then expanded to six and grew exponentially. Adjustments and refining took place as implementation expanded. In this manner, the Department’s policies and procedures were also adjusted and adapted to reflect the input from early implementing staff, lessons learned in a variety of regions, and what the Department was learning from the offenders’ responses. Statewide training and implementation for all offices concluded in early September. A large part of training and implementation was developed around the separation of interventions and programming from punishment. This was, and continues to be, a significant shift for community corrections staff. CCOs have discretion to proactively engage and develop plans with the offender so that accountability and compliance is enhanced, rather than used as a response to violation behavior.

The training continued after full implementation with the team members returning to each field office to mentor on skills sets necessary for the refinement of processes and to inform on the

best practices learned across the state. The ability for CCOs to influence, improve, and adapt the process has ensured effective practices were followed throughout the state.

Staged implementation incorporated a simultaneous effort to connect with each local jurisdiction's stakeholders (law enforcement, prosecutors, jail administrators, tribal representatives) to explain the new system in greater detail, walk each through new procedures and forms, talk about expected outcomes and potential difficulties, contract with local jails to keep offenders serving short-term confinement sanctions close to home, and ensure that local Department staff were put in direct contact with their local partners in conjunction with outreach from headquarters staff to provide a clear message of partnership.

- **Failure to Obey All Laws** – As the changes in 6204 require the Department to give notice to local law enforcement or local prosecution when an offender commits a new crime, training is being developed to ensure staff have the skill sets necessary to meet the obligation and needs of the criminal justice process, such as evidence handling, elements of the crime, drafting detainers, etc. Staff has developed a training curriculum and has identified experts in each section of the state. Currently the curriculum is being shared with focus groups on the east and west side of the state in order to adapt and improve the training materials, forms, and policies. This training is scheduled to begin statewide in January, with completion for all staff within three months. While the number of statewide Failure to Obey All Law referrals is low, an average of 9-10 referrals per week, the importance of ensuring staff are prepared and skilled at this process is vital for the Department. Training will continue at the local level and staff will share the Department's forms and processes with local law enforcement and prosecutors. While policy establishes the criteria, staff will work with local stakeholders and partners to norm the processes to meet the needs of each jurisdiction.
- **Motivational Interviewing** - In order to provide staff the skills needed to apply this evidence-based intervention, designed to motivate offenders to care about their own success, the Department has contracted for Motivational Interviewing training. This will include staff training and quality assurance measures consistent with industry standards and a train-the-trainer component. CCOs are being provided training, coaching, and mentoring in Motivational Interviewing (MI). The process for staff to achieve adherence after initial training takes approximately one year. To date, 160 CCOs and Quality Assurance staff have begun training and are in varying levels of MI adherence. The goal is to develop a cadre of staff who will be trained as trainers, so the on-going training can be sustained within the Department. It is anticipated that by the end of this fiscal year, there will be enough staff who meet adherence standards to become trainers.
- **Thinking for a Change and Effective Practices In Community Supervision.** After reviewing the available options for evidence-based CBIs, the Community Corrections Division decided to offer T4C as the initial group intervention and to implement Effective Practices In Community Supervision (EPICS) in rural areas and those locations with limited group space. EPICS provides the structure to address criminal thoughts and behaviors of higher-risk offenders on an

individual basis, and does not require programming space or group participation. EPICS was piloted in two regions (Southwest and East). In the Southwest Region, entire offices were trained with the supervisor as coach. In the East Region, partial offices have been trained together and the supervisors will begin by coaching staff who received the initial training. As additional staff is trained, coaching will continue. The Department intends to test these two methods before training additional staff in EPICS. By testing two modalities, it will help to determine the best strategy for statewide implementation.

Initial training for T4C occurred in Spokane, Everett and Tacoma. To date, 42 community corrections staff and all Quality Assurance staff have been trained in T4C (split evenly between regions). The Department is working with the University of Cincinnati to develop specific protocols for delivery and QA. The Community Corrections Division intends to allow these three sites to complete one T4C cycle, which is expected to run through January of 2013 and to use “lessons learned” to develop the statewide implementation strategy.

Of the approximately 2,246 offenders who will be prioritized for CBIs this fiscal year, a portion of them will be slated for EPICS, and the remaining will be targeted for T4C.

The Community Corrections Division is developing its T4C implementation strategy by assessing the number of offenders, by section that meet the initial T4C criteria. Each office’s unique issues, such as programming space availability, number of staff available to deliver interventions, and the number of sessions that can be offered due to time and space constraints are being considered during the initial phase.

Chemical Dependency Treatment

Performance Measure Data

Last Spring, the Department issued Requests for Qualifications and Quotations for Washington State providers to submit proposals for services of outpatient and inpatient chemical dependency treatment provided to offenders in community under the jurisdiction of the Department. The formal procurement document required the responders to detail evidence-based chemical dependency clinical practices as well as their curriculum and their quality assurance methods to include fidelity measures for all levels of care provided. Additional information required included copies of their curriculum and practice standards. The Department is currently revising contracts to reflect required expectations for providers as the services transition from past treatment practices to an evidence-based, quality assured treatment regime. The provider that was selected to provide outpatient treatment provides quarterly reports that details performance measures (see Appendix C for the latest report). The provider for inpatient chemical dependency services will be required to provide performance measures under the new contract requirements.

The increased investment provided in the budget for chemical dependency treatment will allow for additional offenders to receive intensive outpatient, and/or outpatient treatment for substance use

disorders and co-occurring substance use and mental health treatment. There are plans in place to obtain the data needed from the Department's contractor providers to better evaluate services. In addition, as new contracts are being negotiated, issues related to changes in treatment content, performance measures, quality assurance, and outcomes will be addressed.

Treatment Referrals

A significant change has occurred in how offenders supervised by the Department enter into treatment. Following the principles effective interventions, and consistent with the changes implemented as part of swift and certain sanctioning, offenders are now referred to treatment, based on risk and needs, rather than having treatment imposed as a punishment (sanctions) without consideration of the offender's need. Since the implementation of 6204, the Department has developed a new pro-active approach using processes to ensure referrals are made and that certified professionals complete the assessment process to the level of chemical dependency needed. Some of the training and processes developed concerning referrals to treatment were retracted based on staff input, the changing nature of provider contracts, and knowledge about the principles of Risk-Need-Responsivity. The Department continues to collaborate and discuss with stakeholders on process improvements so that CCOs have the most up to date useful information; ensuring offenders receive the treatment that best suits their risk and needs, thereby reducing recidivism.

Steps Taken to Increase Efficacy of Chemical Dependency Treatment

As the Department moved from a sanction-based treatment process to a referral-based process considering the risk and needs of the offender, the Department is meeting with the contract chemical dependency providers to align the screening, referral and treatment process with evidence-based practices.

As mentioned in the training section of this report, Department staff has been trained in Motivational Interviewing, to assist with engaging the offender in treatment and interventions. In addition to Department staff, contract staff of the outpatient treatment provider has also received Motivational Interviewing training, and the inpatient treatment provider will begin this training.

The Department is collaborating with the contracted treatment providers to develop additional strategies that will reduce the number of no-shows and drop-outs by offenders that have been referred to treatment, in an effort to increase treatment efficacy.

In order to better measure the effectiveness of treatment and to determine consistent outcome measures, contracts with providers are being amended to include requirements for Performance Measures that will better inform the Department of treatment outcomes.

Treatment Outcomes

The Department is currently re-designing performance measures and data required to be submitted by the contracted providers. Contracts will specify required data and outcomes measures into individual contracts and include data-sharing element and agreements. The providers are currently required to enter data into the Washington State TARGET system. Additionally, the agencies that were awarded treatment contracts were required to detail quality assurance measures in their proposals which will be

reflected in the awarded contracts. The awarded inpatient provider has commenced training treatment delivery operations in evidence-based programming to include T4C.

Staff Survey

The legislation required the Department to survey CCOs on a periodic basis to gather input and suggestions. The surveying of staff will be an ongoing activity.

In order to determine the readiness of all staff, the Department contracted with the University of Cincinnati to conduct an all staff survey to help assess the readiness of staff for change. The results of this survey will help provide information regarding the readiness of Community Corrections staff to move toward an integrated framework for supervision. Results from the agency wide survey are currently being reviewed by the University.

Additionally the implementation team has surveyed CCOs throughout the state in response to the following prompts:

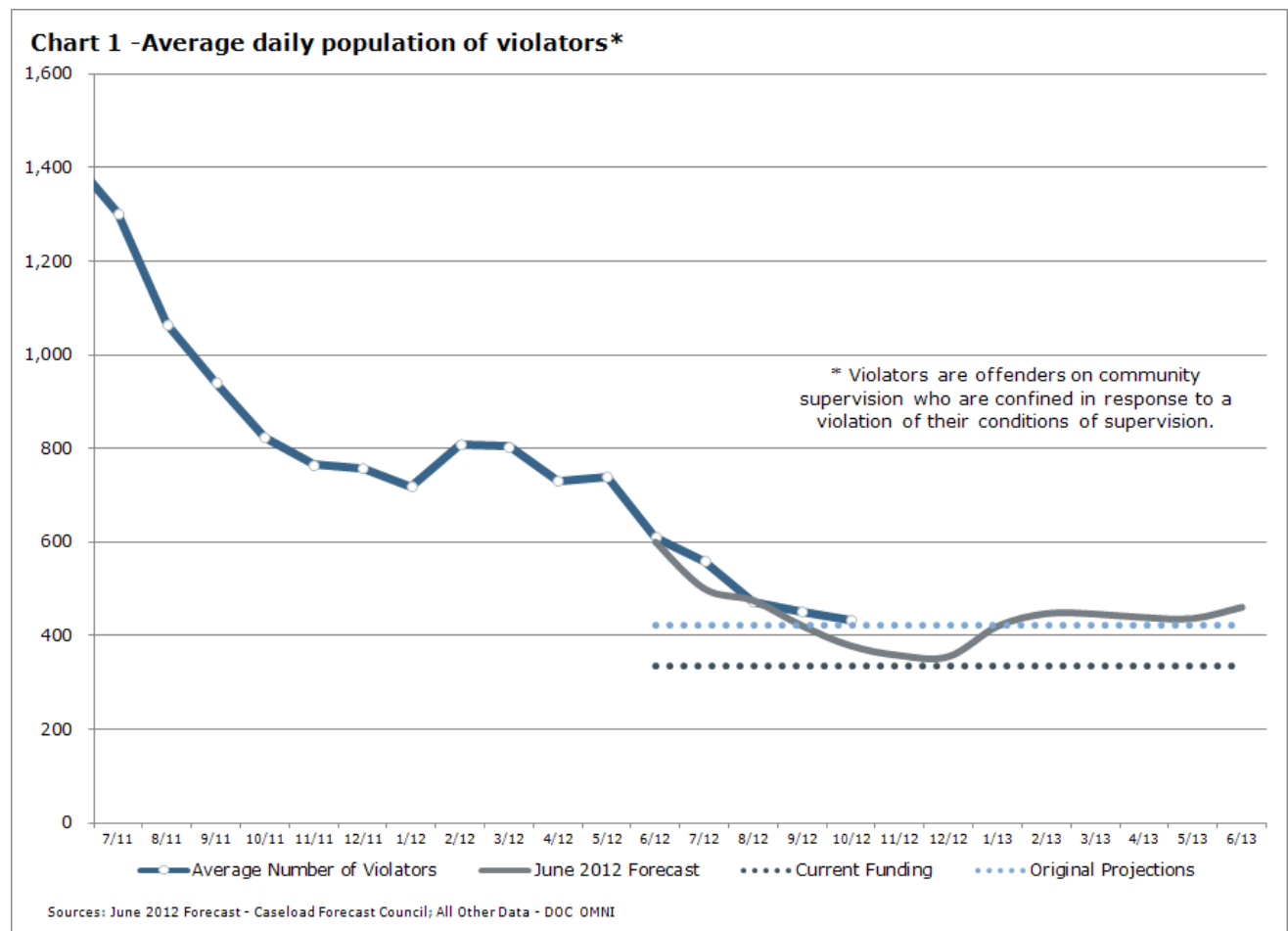
1. What challenges has your unit faced as a result of 6204 implementation? How were you able to overcome them?
2. Please describe any positive impacts based on 6204 implementation to the unit.
3. Have you noticed any changes in offender behavior based on swift and certain sanctioning principals? Please describe some examples.
4. Are there any areas that you need additional training in?

The responses to these survey questions were instrumental in the development of coaching throughout the state. A number of concerns voiced in this survey have been addressed and the process continues to resolve concerns as implementation of this law progresses. Examples of the responses in several sections of the state are provided in Appendix A. These responses, along with staged implementation, have assisted the Community Corrections Division to implement changes to the system that are reflective of staff and management concerns.

Preliminary Data

The changes in practices and policies concerning the swift and certain sanctioning model has resulted in significant changes to how the Department's data concerning violations, arrests, sanctions, and hearings is recorded using the Offender Management Network Information (OMNI) system. The rapid implementation of a major shift in practice began before the information technology solutions were in place. The Department implemented a stand-alone tracking sheet that is compiled weekly at the individual field office level and compiled for the statewide perspective. Beginning in December 2012, OMNI will have the components necessary for staff to begin entering the new data elements in a formal, statewide application. The next annual report will contain more detailed data reports displaying the actions and results of implementing the new processes.

There has been an immediate and sharp drop in offender violator population, beginning with the change of the 30-day maximum sanction through the statewide implementation of the new swift and certain sanction process, as displayed in Chart 1 below. The decrease in the Average Daily Population (ADP) demonstrates that the community corrections offices around the state are fully implementing changes around the sanctioning of offenders under the Department's jurisdiction while in the community.



As the swift and certain sanctioning model was adopted across the state, the number of arrests of offenders increased substantially, as the “certainty” of the model drives an arrest each time the CCO becomes aware of a violation. This increase in the number of arrests was an expected result, based on the WISP pilot and HOPE experience. While offenders “test” the process, there is an expectation there will be increased arrests; however, as the process becomes the standard, the number of arrests are expected to plateau. See Chart 2 below for number of arrests.

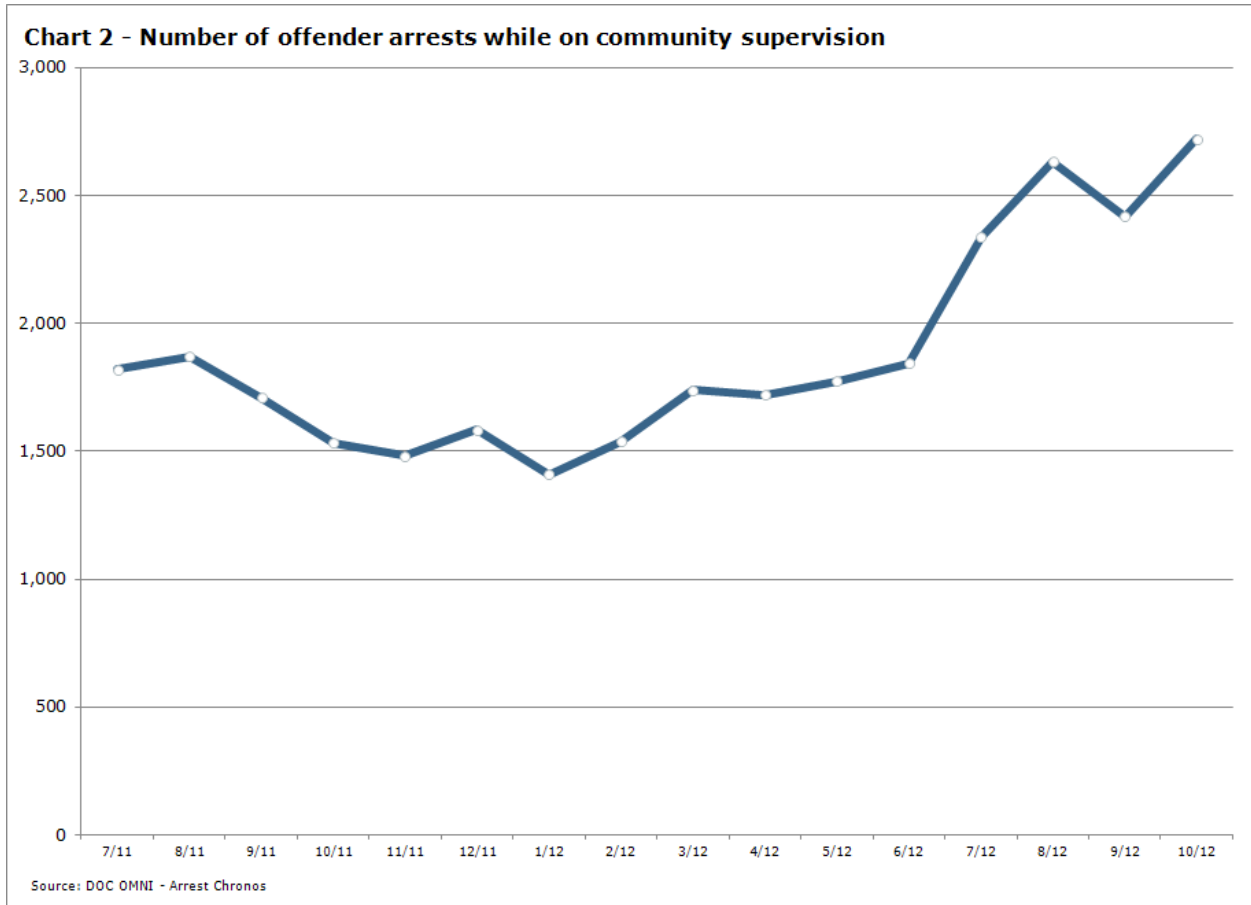
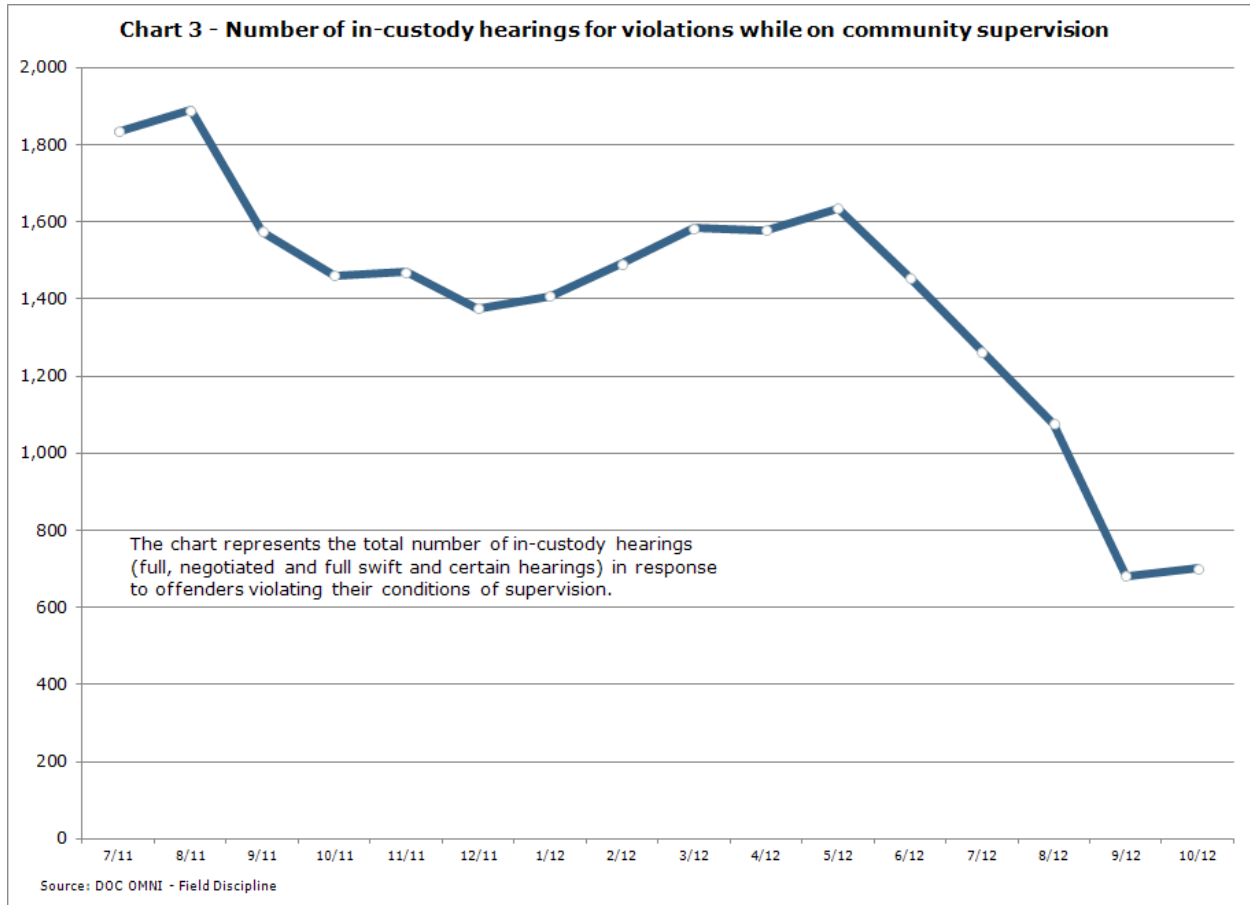


Chart 3 below displays the reduction in Department hearings that has occurred as a result of swift and certain sanctions. Under the new sanctioning process, offenders that are sanctioned for a low level violation do not go through a hearing process prior to the imposition of a sanction, but do retain the right to appeal a short term confinement sanction.



Recommended Changes

Any recommendations for changes to the legislation contained in 6204 will be addressed in the report to be submitted on November 1, 2013. The Department is implementing new laws, policies, and procedures aligned with evidence-based corrections and a new supervision model, and while many of these changes have been accomplished in a short time, there is work yet to do and it is unknown what, if any, changes are needed.

Appendix A – CCO Response to Survey

Question 1: What challenges has your unit faced as a result of 6204 implementation? How were you able to overcome them?

- “The current DOC practice of scheduling CCO’s to report days, UA days & Transport days that SAC has caused, leaves very little time to get field work done. In our office, a CCO can be required to stay in the office 4 to 5 full days per month. Throw in vacation/sick days and maybe a training day-field work is hard to complete.”
- “There is a lack of communication among staff regarding arrests. Some officers are scheduling appointments with offenders late in the day knowing that they will be arresting them but not notifying the transport team. This has caused staff to work past their schedules time off. Our office has two units and staff are being partnered with people they are not use to working with. Some staff are not board with the implementation, causing difficulty for other staff.”
- “Getting offenders oriented was not difficult, but time consuming. Another concern is the amount of time spent working on forms when offenders are booked into the County Jail on short term sanctions. Comment from staff: “Having enough staff for arrests; chrono’s accurately reflecting if p has been served w/ SAC/BAG and what process they are on”.
- “FTOAL is the most common cause of confusion.”
- “More arrests, quicker response to arrest on SW, staying on top of releases to make sure they report or we need to issue SW. We are dealing with it by good chronos, communication, reviewing jail booking sheets daily and having a surrogate check email when a CCO is out.”
- “The challenge of rethinking the way we do almost everything. Getting familiar with the forms and the process so that it is routine instead of having to look everything up. To start the orientation process, we had two officers out- one to a training and one to knee surgery. It has worked out, and I think Wenatchee is pretty well caught up. “
- “Offender Orientations, Slowing down of the unit (more time is needed to make decisions and to ensure proper decisions are being made) Increased Transports, Tracking the work and the associated paperwork. Communicating the new requirements/laws to the community and stakeholders The major method of overcoming these obstacles was employing teamwork.”
- “Getting staff to accept/adapt to the new laws and associated changes has been a challenge. We are overcoming by active listening to concerns, ideas, etc. and involving staff in the implementation process within the unit setting. We have needed to add additional cage cars, restraint and field safety equipment. “
- “Inconsistency in message from supervisors on how to handle SAC and FTOALS. Worked with local training person to help resolve issue. Paperwork-learning process. Continue to ask questions.
- Lack of Caged vehicles in the units
- “Office coverage, car coverage, workload increase due to increase in arrests. Tracking the SAC processes manually”

Question 2: Please describe any positive impacts based on 6204 implementation to the unit?

- “Implementation has required staff to step up and hold offenders they supervise accountable”
- “It has seemed to bring the unit closer together in the sense that we talk about our plans for the day/week much more frequently”
- “It appears Offenders are making more of an effort to pay LFOs.”
- Standardized response to violations, back to basics on supervising cases per policy, streamlined violation process (for those that qualify)”
- “Less violation reports to write. Better teamwork. More CCO time in the field for field contacts.
- “Staff have been working more closely with each other and communicating better due to staffing and the need to cover when someone is out. The numbers of offender’s being held immediately accountable has gone up dramatically which has been helpful for staff.”
- “Positive impacts regarding the implementation of 6204 have limited the opportunity for officer discretion thus prompting consistency between officers and limiting the ability of offenders to manipulate accountability. I believe that 6204 has also provided some necessary insight for offenders to know precisely what the parameters are with their supervision and the consequences of their behaviors will be. “
- “Offenders understanding a true since of accountability – no wiggle room. Offenders are taking this seriously. YES. They don’t want their life interrupted since there is no wiggle room”
- No longer dealing with FTOAL. This has decreased paperwork and workload, hearings and jail time in that respect. Arrests for violation behavior are more clear cut, easier to process with cancellation of detainer at time of arrest.”
- Management has thus far been very supportive in helping CCO’s meet challenges as they arise.
- It appears local law enforcement have adjusted along with the jail making the transition a bit less painful.”
-

Question 3: Have you noticed any changes in offender behavior based on Swift & Certain (S&C) principals? Please describe some examples.

- The offenders that have been arrested and spent 1 to 3 days in jail are now starting to understand that they have to comply with their supervision conditions. Example: I have multiple offenders on a curfew and have to arrest some them by being 10 to 15 minutes late. Usually this would not result in an arrest on the first time but now they know we are serious. After the first arrest none of them have missed curfew.”
- “What I have observed is that offender’s understand what is expected of them and they know about the short term violation process and how it works. We have seen a decline in offender’s admitting to drug use and are having the lab run the sample to drag out the process for 10 days or so. Offenders are also seeing that samples that are positive on the cup are returning negative from the lab which is disturbing. A couple of offender’s I have spoken with are tired of the continual get out/go to jail program and are reporting more frequently and doing what is expected of them as well. Comment from staff: “Offenders still seem to report even though they know they will be arrested.”
- “Warrants have increased. Offenders are using SAC to empower them to decide when to serve the 3 days. This is done by absconding. One offender summed it up succinctly; “why report knowing I am going to jail on report day? Since I get no more time for absconding, I would rather pick the time to go to jail and report day is not that day!” This SAC would be more

effective if doc would require all warrant arrests to elevate to high violation and mandatory hearing and 30 day sanction.”

- “Yes all my offenders who are supposed to be in before noon on report day do report before noon, because they know if they don’t they are going to jail. Before this was not the case. On the flip side I had an offender become very aggressive with me and resisted arrest. The offender stated things like he will do his three days and be out. Little did he know that his aggression aggravated the violation to a high and he spent 30 days in jail. So I am glad were able to do that. I think some offenders do need more time than 3 days, because it is nothing to them to do three days and there’s no accountability in that. “
- “Offenders now realized arrests occur out of necessity and not vengeance”
- “Some, who may be doing well and have been violation free, are concerned about going to jail on a small violation. On the other hand, one offender described the 3 day sanction as “tight”, and has since been on warrant status. “
- “One example of changed behavior: A 19 year old gang member who has been in continual non-compliance and just released after a 180 sanction. He got his first stip right away for a curfew violation. He states he does not want to go to jail and is currently in compliance. “
- “Yes, one offender tested the process, had his one stip, failed to follow through, was arrested for one day, challenged again, arrested again three days; asked him if he was done yet and he said yes.”
- “Offenders seem to be more willing to admit to violation behavior as they won’t be sitting in jail for much time.”
- Out of state offenders are comparing their violation process with SAC offenders and questioning the big difference in the violation process.
- “Offenders seem relieved they can continue on with their obligations when they return to the field after an arrest and are not as likely to lose their housing or funding/treatment dates.”

Question 4: Are there any areas that you need additional training in?

- Staff needs more direction/training on FTOALs, PC statements, collecting evidence, processing evidence and presenting testimony in court. I don’t think we are prepared to process evidence and handle law violations in court without some heavy duty training. Our evidence handling and processing does not meet LE standards. We don’t have resources to test for controlled substances in the field and/or process them through a lab.”
- “Now that we are arresting more, our jobs are becoming more dangerous. I think more training in how to conduct arrest and defensive tactics would be good.
- Even though it is only three days when we arrest, I have had some offenders still get very angry about it.”
- “It would have been nice to have someone come back a month or so later on a report day for follow up questions and feedback as to how we are doing”
- “There probably should be more auditing of cases by SAC subject matter experts to see if CCOs are correctly implementing SAC. Local meetings including several units to go over different scenarios to compare CCO responses. If an offender willfully misses a treatment group should they be violated even though they are not discharged from treatment.

Appendix B – Stakeholder Meetings

Date	Stakeholder
October 6, 2011	Washington Association of Prosecuting Attorneys, Fall Conference of Washington Association of County Officials - Vancouver, WA
October 7, 2011	Community Corrections Staff, Vancouver Field Office
October 20, 2011	Claudia Balducci, King County
October 20, 2011	Eileen Bisson, Undersheriff Pierce County
October 20, 2011	Mark Baird, Snohomish County
October 21, 2011	Ned Newlin, Kitsap County
October 27, 2011	Washington State Institute for Public Policy
November 4, 2011	DOC Hearings Supervisors, Tacoma Community Justice Center
November 16 & 17, 2011	Washington Association of Sheriff and Police Chiefs conference - Chelan, Washington
December 6, 2011	Senate Human Services and Corrections Committee, work session
December 8, 2011	Angela Hawken, Hawaii's Opportunity Probation with Enforcement (HOPE) Model
December 8, 2011	Representative Tina Orwall
December 12, 2011	Representatives Moscoso & Ladenburg
December 12, 2011	House Ways & Means Committee, work session
December 13, 2011	Senator Adam Kline
December 13, 2011	Senate Ways and Means Staff
December 14, 2011	Representative Charles Ross
December 16, 2011	DOC Hearing Officers, Seattle Community Justice Center
January 4 & 5, 2012	PEW, California HOPE Pilot
January 11, 2011	House Ways and Means Committee Public Hearing, HB 2143
January 13, 2012	Jackie Webster, Clark County Jail
January 16, 2012	Eric Johnson, Washington State Association of Counties
January 17, 2012	Senate Human Service & Corrections Committee, Public Hearing SB 6204
January 26, 2012	Seattle Law and Justice Committee
January 26, 2012—	Marshall Clement, Council for State Governments Justice Center Justice Reinvestment Project
February 13, 2012	Edward Latessa, Criminal Justice Training Commission, Burien, Washington
February 14, 2012	Richard Ramsey, Senate Ways and Means Committee staff, on Community Supervision Reform
February 17, 2012	Hearing Supervisors Tacoma Community Justice Center, Tacoma, Washington
February 23, 2012	Alex MacBain, House Ways and Means Committee staff, on Community Supervision Reform
February 24, 2012	House Ways and Means Committee Public Hearing, E2SSB 6204
February 28, 2012	Garry Lucas, Sheriff; John Fairgrieve, Deputy Prosecutor Clark County
February 29, 2012	Tony Hernandez, Sheriff; Steve Richmond, Jail Manager Jefferson County
March 1, 2012	Bill Benedict, Sheriff; Ron Sukert, Jail Superintendent; Deb Kelly, Prosecutor Clallam County

Date	Stakeholder
March 7, 2012	House Ways & Means Committee Executive Session, E2SSB 6204
March 8, 2012	Clark County Law and Justice Council
March 12, 2012	Richard Lathim, Sheriff; Captain Rick Long, Jail Manager; Shawn Sant, Prosecuting Attorney Franklin County
March 13, 2012	WSU Criminal Justice Advisory Committee Meeting (WASPC, Olympia)
March 19, 2012	Will Reichardt, Sheriff; Charlie Wend, Jail Commander; Rick Weyrich, Prosecutor Skagit County
March 19, 2012	Tim Sterkel, Oak Harbor City Jail Manager
March 19, 2012	Mark Brown, Sheriff; Island County
March 20, 2012	John Gower, House Caucus staff
March 29, 2012	Ned Newlin, Jail Chief; Kitsap County
March 30, 2012	Claudia Balducci and Kari Tamura, King County Director
April 4, 2012	House Ways & Means Committee, Public Hearing HB 2826
April 23, 2012	Kevin Hanson, Lewis County Jail
April 27, 2012	King County Regional Justice Center
April 30, 2012	Superior Court Judges Association Conference
May 2, 2012	John Turner, Sheriff, Walla Walla County
May 2, 2012	Michael Melcher, Jail Commander; Ben Keller, Sheriff Garfield County
May 3, 2012	Walter Hessler, Sheriff Columbia County
May 3, 2012	Captain John Law & Undersheriff Jerry Hatcher, Benton County
May 4, 2012	Sheriff Casey Salisbury & Tom Haugen, Chief of Corrections, Mason County
May 9, 2012	Sheriff Gene Dana & Jail Commander Paula Hoctor, Kittitas County
May 9, 2012	Undersheriff John Hunt, Jail Administrator Teffanie Stark & Prosecutor Randy Flyckt, Adams County
May 9, 2012	Chelan County Jail, Director Chelan County, Phil Stanley; Assistant Jail Director, Ron Wineinger
May 11, 2012	Pierce County Sheriff's Office, Chief of Corrections, Martha Karr; Contract Services Manager, Julie Williams
May 11, 2012	Chief James Arsanto; Sergeant Mike Northam, Buckley Police Department
May 11, 2012	Edward Shannon, Lieutenant, Puyallup Police Department
May 14, 2012	Chief Jeff Myers, Hoquiam Police Department
May 14, 2012	Captain Pat Matlock, Pacific County Sheriff's Office
May 14, 2012	Mark Larson, King County Prosecuting Attorney's Office Chief Deputy Dan Clark, Supervising Attorney Erin Ehlert, Assistant Chief Laura Petregal, Deputy Prosecuting Attorney, David Martin, Deputy Prosecuting Attorney
May 14, 2012	Wahkiakum County, Sheriff, Jon L. Dearmore; Undersheriff, Mark C. Howie; Jail Administrator, Joannie Bjorge
May 17, 2012	Yakima County Department of Corrections, Security Chief, Scott Himes; Administrative & Inmate Programs Chief, Karen L. Kelly, MS; Corporal Classification, Theresa Hartley; Assistant Budget Director, Forrest A. Smith
May 17, 2012	Andrew Gutierrez, Sunnyside Police Department Sergeant

Date	Stakeholder
May 21 & 22, 2012	Washington Association of Prosecuting Attorneys Conference
May 23, 2012	Skamania County
May 23, 2012	Grandview Police Department, Chief of Police, David R. Charvet
May 25, 2012	Nevada Criminal Justice Coordinating Council Teleconference
May 30, 2012	Finalize Jail Contract Language with Chelan County
May 30, 2012	Snohomish County Jail, Sheriff, John Lovick; Major Douglas Jeske; Finance Manager, Joanie Fadden; Finance Supervisor, Deborah Payne; Bureau Chief, Mark Baird
June 6, 2012	John McGrath, Spokane County Jail Captain
June 6, 2012	Pend Oreille Sheriff's Department, Sheriff, Alan Botzheim; Captain of Corrections, Fred Johnson
June 7, 2012	Centennial Accord
June 7, 2012	Stevens County Sheriff's Office, Sheriff, Kendle Allen; Chief Corrections Officer, Loren Hartman
June 7, 2012	Ferry County Sheriff's Office, Sheriff, Pete Warner
June 8, 2012	Tom McBride, Executive Director Washington Association of Prosecuting Attorneys
June 13, 2012	Forks Police Department, Sergeant, Ed Kahn; Ron Fleck, Attorney/Planner
June 13, 2012	Neah Bay Makah Tribal Police Department, General Manager, Meredith Parker; Phil Greene
June 14, 2012	King County Chiefs Meeting, Criminal Justice Training Center
June 20 & 21, 2012	Washington Association of Prosecuting Attorneys Conference
June 26, 2012	Clark County Low Custody Unit visit
June 27, 2012	Cowlitz County Correction Director, Marin Fox Hight
June 27, 2012	Washington Association of Counties, Cowlitz County
June 28, 2012	Asotin County Jail, Jail Commander, Jon Singleton; Sheriff, G.K. Bancroft; Chief, Bill Derbonne
July 6, 2012	South Correctional Entity (SCORE) Director, Penny Bartley, CJM
July 9, 2012	Forks City Council
July 11, 2012	Whatcom County Jail, Sheriff, Bill Elfo; Chief of Corrections, Wendy Jones
July 11, 2012	Marysville Police Department, Jail Sergeant, James Strickland; Jail Commander, Ralph Krusey; Chief, Rick Smith
July 11, 2012	Fife Police Department, Corrections Sergeant, J. Hill; Chief of Police, B. Blackburn; Assistant Chief of Police, M. Mears
July 12, 2012	Cowlitz County Corrections, Sheriff, Mark S. Nelson; Captain, Amy Anderson; Captain, Blain Lux; Director, Marin Fox Hight
July 17, 2012	San Juan County Sheriff's Office, Sheriff, Rob Nou; Deputy Prosecuting Attorney, Jonathan W. Cain
July 17, 2012	San Juan Law and Justice Counsel Meeting
July 18, 2012	Nisqually Tribal Police, Chief of Police, Joe D. Kautz III
July 19, 2012	Pierce County Sheriff's Office, Chief of Corrections, Martha Karr; Chief of Services, Rob Masko; Contract Services Manager, Julie Williams
July 19, 2012	Forks negotiation conference call with Rod Fleck, Attorney/Planner

Date	Stakeholder
July 25, 2012	Island County Correction Facility, Chief Deputy, De Dennis
July 25, 2012	Island County Law and Justice Council Meeting
July 26, 2012	Curt Lutz, Chelan County Jail Commander
July 30, 2012	Confederated Tribes of Chehalis, Jail Director, Ralph Wyman
August 13, 2012	Hoquiam City Council Meeting
August 15, 2012	Noah Stewart, Chief of Corrections Okanogan County Sheriff's Office
August 16, 2012	Pacific County Sheriff, Scott Johnson
August 29, 2012	Thurston County Sheriff's Office, Chief Deputy, Todd Thoma
September 17, 2012	Dominic Rizzi, Police Chief Yakima Police Department
October 3-5, 2012	Washington Association of Counties Conference
October 8, 2012	King County Jail Contract teleconference
October 18-19, 2012	City Prosecutors Conference
November 13-15, 2012	Washington Association of Sheriffs and Police Chiefs
October 29, 2012	Chemical Dependency and treatment provider Stakeholder group

Appendix C – Outpatient Treatment Provider Performance Measures



WASHINGTON STATE DEPARTMENT OF CORRECTIONS CHEMICAL DEPENDENCY TREATMENT PROGRAM

QUARTER 1 REPORT

FISCAL YEAR 2013

SPECTRUM HEALTH SYSTEMS, INC.



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SPECTRUM HEALTH SYSTEMS, INC.
Washington State Performance Measures

Contract Reference Number	Department of Corrections Contract Performance Measures and Objectives	Spectrum Performance Measure Process, Procedure and Outcomes
1	<p>The Contractor will assure that treatment is provided at assigned sites at the established number of admits per assigned FTE, consistent with the fiscal year service delivery plan, incorporated by reference, herein.</p> <p>A \$500.00 charge per quarter will be assessed if the contractor fails to meet the quarterly established number of admits at 84% of the maximum capacity.</p> <p>A \$500.00 incentive per quarter will be awarded if the contractor exceeds the established number of admits by 5%.</p>	<p>Outcome: FY13 Service Delivery Plan target Goal Admissions and Actual Admission listed by treatment modality in confinement, work release and community locations. (Source TARGET data)</p> <ul style="list-style-type: none"> • Confinement Therapeutic Community is 91 <u>above</u> Target Goal • Confinement IOP is 5 <u>below</u> expected goal • Work Release OP is 5 <u>above</u> expected goal • Work Release IOP is 16 <u>above</u> expected goal • Work Release TC is 35 <u>above</u> expected goal • Community OP is 7 <u>below</u> expected goal • Community IOP is 26 <u>above</u> expected goal <p>Total Admissions based on Quarter 1, FY13 <u>Maximum</u> Capacity = 88% which is 3% above expected goal.</p>
2	<p>The Contractor will assure that all DOSA offenders will be assessed prior to release from DOC total confinement. The Contractor will develop a mechanism to assure this practice as well as a report to monitor this measure. A \$50.00 charge will be assessed for each DOSA offender released from total confinement without an assessment, not to exceed a yearly total of \$1,000.</p> <p>A penalty will not be assessed in the event the offender is unable to be assessed due to their physical or mental incapacity or refuses to participate in the assessment.</p>	<p>As per the Chemical Dependency Unit (CDU) directive on 9/10/2012, performance measure 2 was suspended for Quarter 1, Fiscal Year 2013. It is the expectation that Spectrum will meet this Performance Measure by the end of Quarter 2.</p>
3	<p>All Departments referred and available DOSA offenders who have completed intensive outpatient or long term treatment in total confinement will have an outpatient appointment scheduled for the next available treatment seat no later than thirty days following release from total confinement. The Contractor will monitor and document their admission date and provide reports to the DOC.</p>	<p>Outcome: A total of 134 DOSA patient/offenders were released from confinement and received appointments within 30 days of their release during Quarter 1, FY13. (Source TARGET data)</p>
4	<p>The Contractor will assure that, prior to release all offenders completing treatment in total confinement will have an outpatient appointment date scheduled no later than 30 days from the date of release.</p> <p>A penalty of \$25.00 will be assessed for each available offender who does not have a scheduled appointment within the 30 days of release.</p>	<p>Outcome: A total of 331 patient/offenders completed treatment in confinement and received appointments within 30 of their release during Quarter 1, FY13. (Source TARGET data)</p>

SPECTRUM HEALTH SYSTEMS, INC.
Washington State Performance Measures

Contract Reference Number	Department of Corrections Contract Performance Measures and Objectives	Spectrum Performance Measure Process, Procedure and Outcomes
5	Contractor will provide management reports that demonstrate the admission rate of all offenders to outpatient treatment upon release from confinement based treatment.	Outcome: 331 patient/offenders completed treatment in confinement in Quarter 1, FY13. Long Term Treatment in confinement = 45 Intensive Outpatient in confinement = 286 (Source TARGET data)
6	Contractor will provide monthly progress reports to the court and a progress report prior to the scheduling of hearings to review progress or transition of treatment, using the Drug Offender Sentencing Alternative Progress Report, DOC Form #14-132. Prior to any progress hearing and the treatment termination hearing, Contractor shall submit a written report to the Court and supervising CCO regarding the patient/offender's compliance with treatment and, if applicable, recommendations for termination from treatment. Contractor will create a QA process showing compliance with this directive and submit a monthly report to the DOC. Failure to provide these reports to the Court as evidenced by a copy of the report will result in a \$25.00 per incident charge assessed against the contractor.	Outcome: Quarterly File Reviews have been updated to include a review verifying the reports are being completed.
7	All treatment completions will average the following; <ul style="list-style-type: none"> • Therapeutic Community (TC) 75% • Intensive Outpatient (IOP) in confinement 95% • IOP in community (inclusive of Work Release) 60% • Outpatient (OP) in community (inclusive of Work Release) 60% Contractor is eligible to receive up to \$1,000 as an annual incentive for the achievement of each completion rate in the community. This will be payable quarterly.	Outcome: Completion Averages for Quarter 1, FY13: <ul style="list-style-type: none"> • Therapeutic Community = 74%, 1 <u>below</u> expected goal • IOP in Confinement = 98%, 3 <u>above</u> expected goal • IOP in Community (inclusive of Work Release) = 54%, 6 <u>below</u> expected goal • OP in Community (inclusive of work release) = 62%, 2 <u>above</u> expected goal Spectrum Health Systems' overall completion rate was 64% for Quarter 1, FY13. (Source TARGET data) Spectrum achieved 64% completion rate, exceeding the goal by 4%.
8	Original CDL #-8 removed as per CDU update to Statement of Work	

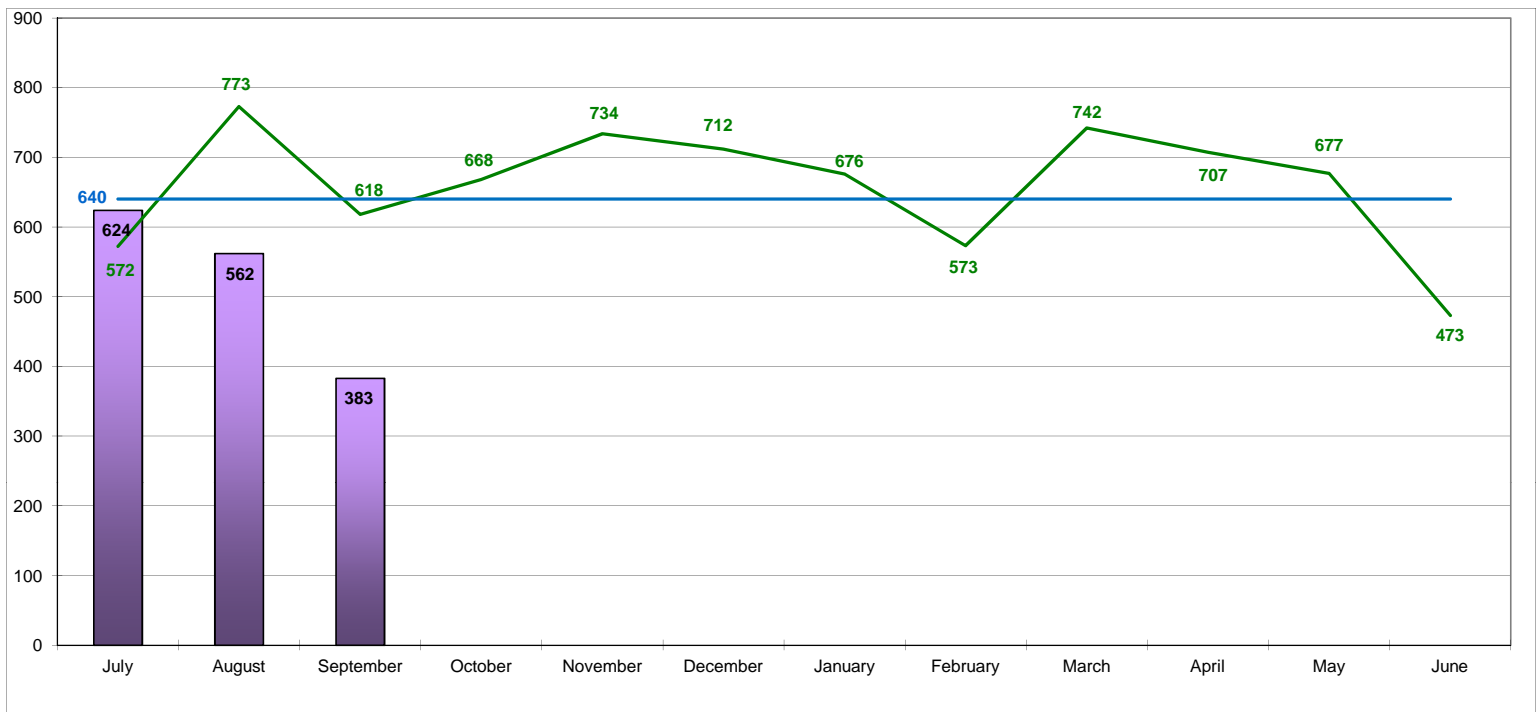
SPECTRUM HEALTH SYSTEMS, INC.
Washington State Performance Measures

Contract Reference Number	Department of Corrections Contract Performance Measures and Objectives	Spectrum Performance Measure Process, Procedure and Outcomes
9	Contractor will assure that all CD treatment slots in community IOP and OP programs will be filled and maintained at an 83% average utilization rate each quarter based on funded and established FTEs per the current Service Delivery Plan (SDP). RPM will serve as the source document using the column labeled, "% Budget FY13 to RPM assigned."	<p>Outcome: Community IOP and OP group utilization rates = 73% which is 10% below expected goal due to vacant FTE positions. (Source: Resource Program Management - RPM)</p> <p>Utilization rate during FY13 Q1 was at 73%; short of the goal by 10%. Similar factors that impacted the admission rate during FY12 Q3 also impacted the utilization rate of programs. Implementing the solutions referenced for achieving maximum capacity will have a direct impact on utilization rate as measured by RPM. Additionally, Spectrum staff continues to work closely with DOC RPM coordinators to ensure that accurate data is entered in RPM inclusive of all patient/offenders attending treatment. RPM rosters used by the clinical staff have been improved and historic challenges have been addressed to guarantee correct information is submitted.</p>
10	<p>Contractor will assure that all CD treatment slots in total confinement IOP programs will be filled and maintained at an 85% average utilization rate each quarter based on funded and established FTEs per the current SDP.</p> <p>Within available resources, the contractor will be eligible to retain on a quarterly basis up to 100% of the unspent allotted administrative costs for the achievement of performance measures #9 and #10.</p>	<p>Outcome: Confinement OP group utilization rates = 85% which is equal to the expected goal. (Source: Resource Program Management - RPM)</p> <p>Spectrum continues to increase the marketing advertisement, and utilize sign on bonuses along with employee referral bonuses.</p>
11	Original CDL #11 removed as per CDU update to Statement of Work	
12	The Contractor will conduct pre-tests, interim tests, and post-tests on all patient/offenders participating in DOC CD Therapeutic Communities and IOP levels of care during the course of their treatment. These test types will be consistent with DOC directives. A report of the outcomes will be provided to DOC on a quarterly basis to include a comprehensive summary of the results.	<p>Outcome: The tests required include the Texas Christian University <i>Client Evaluation of Self Intake (CESI)</i>, <i>Client Evaluation of Self Treatment (CEST)</i> and the <i>Criminal Thinking Scales (CTS)</i>.</p>

Total Admissions - All Sites Washington State Department of Corrections

The total admissions graph reflects patient/offenders placed in DOC chemical dependency treatment during Quarter 1 FY13. The FY13 expected goal for admissions is a total of 7,684 which equates to 640 admissions per month. Actual admissions for Quarter 1 FY13 were 1,569 which equates to 523 per month. Spectrum did not meet the quarterly expected goal by 351 admissions during Quarter 1 FY13.

The decreased number of admissions during Q1 FY13 is due in large part to a significant change in programmatic approach to the chemical dependency treatment in DOC. CDU/DOC directed an increase of weekly treatment hours in both Intensive Outpatient (IOP) and Outpatient (OP) level of care as well as directing the designation of specific assessment/admission counselors and group counselors. The transition into new programming methods resulted in a reduction of assessments and admissions for Quarter 1 FY13.



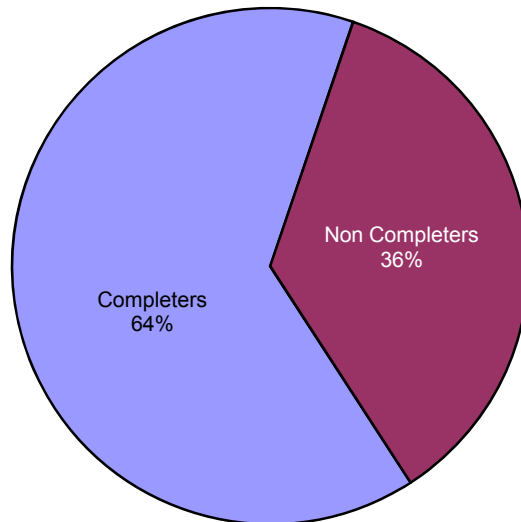
FY13	Total Admissions (July 2012 - September 2012) *	1,569
	Monthly Admission Average	523
	Minimum Performance Expectation* per Month	640
	Minimum Performance Expectation* per Quarter	1,920

FY12	Total Admissions (July 2011 - September 2011) *	1,963
	Monthly Admission Average	654
	Minimum Performance Expectation* per Month	618
	Minimum Performance Expectation* per Quarter	1,854

* The Minimum Performance Expectation is the sum of the service capacity for Outpatient (OP), Intensive Outpatient (IOP), and Therapeutic Community (TC) indicated on the Service Delivery Plan, averaged over 12 months.

Total Completers vs. Non Completers All Treatment Modalities Included Washington State Department of Corrections

The data below compares the total number of successful treatment completers to the total number of non-completers for all treatment modalities during FY13 QTR1. Treatment completion is related to length of sobriety, higher employment rates, and community integration.



Department of Correction's overall average completion rate was 64%.

Fiscal Year 2013 - Quarter 1				
	Completers	Non Completers	TOTAL Discharges	% of Completers
TOTAL	974	539	1,513	64%

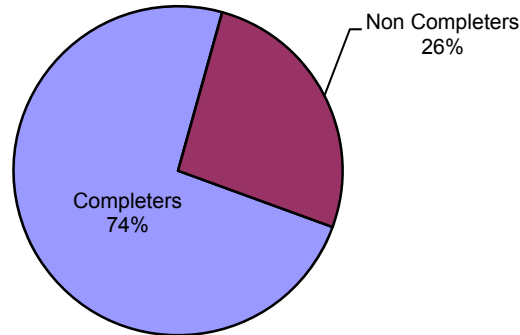
Completers & Non Completers by Facility Type		
	Completers	Non Completers
COMMUNITY SITES		
Intensive Outpatient	101	154
Outpatient	344	283
TOTAL COMMUNITY	445	437
TOTAL CONFINEMENT SITES		
Intensive Outpatient	286	5
Long Term Residential	45	16
Outpatient	0	0
TOTAL CONFINEMENT	331	21
WORK RELEASE SITES		
Intensive Outpatient	59	28
Outpatient	113	51
Recovery House	26	2
TOTAL WORK RELEASE	198	81
TOTAL	974	539

Total Completers vs. Non Completers

Total Confinement: Therapeutic Community and Intensive Outpatient/Outpatient

Washington State Department of Corrections

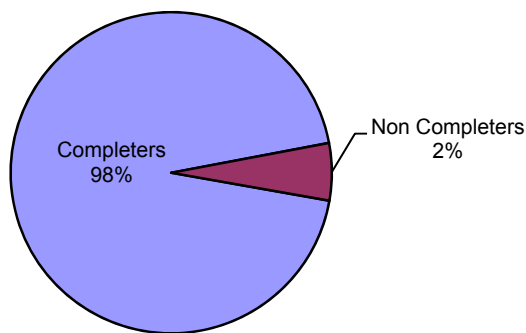
The Therapeutic Community chart below compares the total number of successful treatment completers to the total number of non-completers for Therapeutic Community level of care.



Spectrum Health Systems contractual obligation for completion rates in Therapeutic Community was 75%. The actual completion rate was 74%.

Total Confinement: Therapeutic Community				
	Completers	Non Completers	TOTAL Discharges	% of Completers
TOTAL	45	16	61	74%

The Total Confinement Intensive Outpatient chart below compares the total number of successful treatment completers to the total number of non-completers for Intensive Outpatient Treatment in confinement.

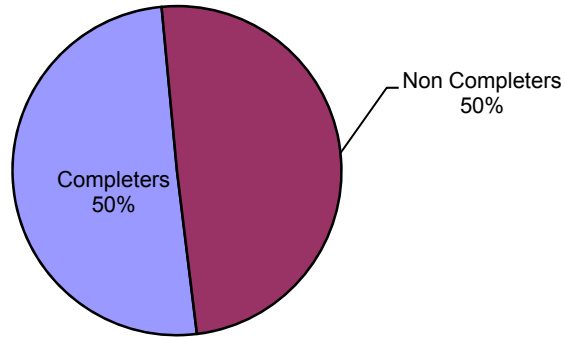


Spectrum Health Systems contractual obligation for completion rates in Confinement sites was 95%. The actual completion rate was 98%.

Total Confinement: Intensive Outpatient and Outpatient				
	Completers	Non Completers	TOTAL Discharges	% of Completers
TOTAL	286	5	291	98%

Total Completers vs. Non Completers Community and Work Release Washington State Department of Corrections

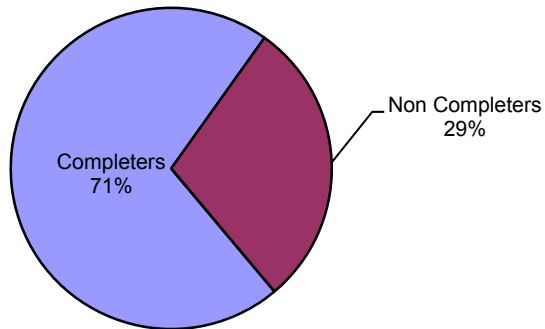
The Community treatment chart below compares the total number of successful treatment completers to the total number of non-completers in Community treatment sites.



Spectrum Health Systems contractual obligation for completion rates in Community sites was 50%. The actual completion rate was 50%.

Community: Intensive Outpatient and Outpatient				
	Completers	Non Completers	TOTAL Discharges	% of Completers
TOTAL	445	437	882	50%

The Work Release treatment chart below compares the total number of successful treatment completers to the total number of non-completers in Work Release settings.



Spectrum Health Systems contractual obligation for completion rates in Work Release sites was 60%. The actual completion rate was 71%.

Work Release: Intensive Outpatient, Outpatient and Recovery House				
	Completers	Non Completers	TOTAL Discharges	% of Completers
TOTAL	198	81	279	71%

Capacity vs. Actual Admissions Cummulative Summary (Q1 - FY13)
Washington State Department of Corrections

TREATMENT LOCATION	Service Delivery FTE (only)	IOP Annual Maximum Capacity	IOP Quarterly Maximum Capacity	IOP Actual Admissions for Q1	Total IOP Groups at All Locations	OP Annual Maximum Capacity	OP Quarterly Maximum Capacity	OP Actual Admissions for Q-1	Total OP Groups at All Locations	TC/RH/IDT Annual Maximum Capacity	TC/RH/IDT Quarterly Maximum Capacity	TC/RH/IDT Actual Admissions for Q-1	Enhanced Day Treatment
PRISONS													
Airway Heights Corrections Center	4.50	432	108	84	9	0	0	0	0	0	0	27	0
Airway Heights Corrections Center (COD)	0.50	30	0	0	1	0	0	0	0	0	0	0	0
AHCC Intensive Day Treatment Program	3.00	0	0	0	0	0	0	0	0	144	0	0	0
Cedar Creek Corrections Center	1.00	96	24	20	2	0	0	0	0	0	0	0	0
Coyote Ridge Corrections Center	4.00	384	96	67	8	0	0	0	0	0	0	0	0
Mission Creek Corrections Center Women	6.00	96	24	21	2	0	0	0	0	80	20	15	0
Monroe Corrections Center / MSU	1.00	96	24	3	2	0	0	0	0	0	0	0	0
Monroe Corrections Center/SOU (COD TC)	4.00	0	0	0	0	0	0	0	0	60	15	7	0
Monroe Corrections Center / Twin Rivers	1.00	96	24	9	2	0	0	0	0	0	0	0	0
Monroe Corrections Center/WSR	1.00	96	24	20	2	0	0	0	0	0	0	0	0
Olympic Corrections Center (TC)	7.00	0	0	0	0	0	0	0	0	130	33	50	0
Stafford Creek Corrections Center	1.00	96	24	13	2	0	0	0	0	0	0	0	0
Washington Corrections Center for Men	2.00	96	24	19	2	0	0	0	0	0	0	0	0
Washington Corrections Center for Women	3.00	180	45	28	4	0	0	0	0	0	0	0	0
Washington State Penitentiary	2.00	192	48	23	4	0	0	0	0	0	0	0	0
CDPs providing Assess/Admit in Prisons	3.00	0	0	0	0	0	0	0	0	0	0	0	0
PRISONS TOTALS	44.00	1890	465	307	40	0	0	0	0	414	68	99	0
WORK RELEASE													
Ahtanum View Work Release	1.00	48	12	8	1	48	12	14	1	0	0	0	0
Bishop Lewis Work Release (Support HBR)	1.00	48	12	1	1	48	12	10	1	0	0	0	0
Brownstone Work Release (Support ECH)	0.50	0	0	0	0	96	24	28	2	0	0	0	0
Eleanor Chase Work Release	0.50	0	0	0	0	96	24	21	2	0	0	0	0
Helen B. Ratcliff Work Release	0.25	0	0	0	0	48	12	0	1	0	0	0	0
Longview Work Release	0.50	48	12	13	1	0	0	0	0	0	0	0	0
Madison Inn Work Release (TC)	1.00	16	4	0	1	48	12	3	1	32	8	8	0
Olympia Work Release	1.00	48	12	6	1	96	24	19	2	0	0	0	0
Peninsula Work Release	1.00	48	12	16	1	96	24	18	2	0	0	0	0
Progress House Work Release	1.00	48	12	8	1	96	24	16	2	0	0	0	0
RAP/Lincoln Work Release (COD)	1.00	30	8	15	1	20	5	9	1	0	0	0	0
Reynolds Work Release	1.00	48	12	12	1	96	24	15	2	0	0	0	0
Tri-Cities Work Release	2.00	96	24	21	2	192	48	31	4	0	0	0	0
CDPs providing Assess/Admit in WR	4.75												
WORK RELEASE TOTALS	16.50	478	120	100	11	980	245	184	21	32	8	8	0
COMMUNITY													
Bellingham Field Office	1.75	96	24	7	2	144	36	21	3	0	0	0	0
Bellingham Field Office - (COD)	0.25	0	0	0	0	20	5	0	1	0	0	0	0
Bremerton Field Office	1.00	48	12	17	1	96	24	21	2	0	0	0	0
Burien Field Office	2.00	96	24	15	2	192	48	27	4	0	0	0	0
Chehalis Field Office	1.00	48	12	19	1	96	24	20	2	0	0	0	0
Everett Community Justice Center	3.00	144	36	29	3	288	72	68	6	0	0	0	0
Everett Community Justice Center Enhanced Day Tx	3.00	0	0	0	0	0	0	0	2	0	0	0	96
Everett Community Justice Center - (COD)	1.00	0	0	0	0	60	15	0	3	0	0	0	0
Lacey Branch	1.00	48	12	11	1	96	24	42	2	0	0	0	0
Lacey Branch - (COD)	1.00	0	0	0	0	60	15	0	3	0	0	0	0
Longview Central Field Office	1.50	48	12	12	1	192	48	30	4	0	0	0	0
Montesano Field Office	1.00	48	12	14	1	96	24	12	2	0	0	0	0
Moses Lake Field Office	1.00	0	0	0	0	144	36	14	3	0	0	0	0
Mount Vernon Field Office	1.00	48	12	14	1	96	24	15	2	0	0	0	0
Port Orchard Field Office	1.00	48	12	12	1	96	24	15	2	0	0	0	0
Seattle Community Justice Center	4.00	96	24	9	2	576	144	59	12	0	0	0	0
Seattle Community Justice Center Enhanced Day Tx	3.00	0	0	0	0	0	0	0	2	0	0	0	96
Seattle Community Justice Center - (COD)	1.00	0	0	0	0	60	15	0	3	0	0	0	0
Shelton Field Office	1.00	48	12	12	1	96	24	8	2	0	0	0	0
Spokane Community Justice Center	3.00	96	22	25	2	204	51	66	5	0	0	0	0
Spokane Community Justice Center - (COD)	1.00	30	7.5	0	1	40	10	0	2	0	0	0	0
Tacoma Community Justice Center	3.75	132	33	35	3	324	81	48	7	0	0	0	0
Tacoma Community Justice Center - (COD)	0.25	0	0	0	0	20	5	0	1	0	0	0	0
Vancouver Community Justice Center	2.00	96	24	29	2	192	48	43	4	0	0	0	0
Vancouver East Field Office	1.00	48	12	11	1	96	24	18	2	0	0	0	0
Yakima Community Justice Center	2.00	96	24	32	2	240	60	41	5	0	0	0	0
CDPs providing Assess/Admit in Community	11.00	0	0		0	0	0		0	0	0		0
COMMUNITY TOTALS	53.50	1314	327	303	28	3524	881	568	86	0	0	0	192
SUMMARY													
Prison	44.00	1,890	465	307	40	0	0	0	0	414	68	99	0
Work Release	16.50	478	120	100	11	980	245	184	21	32	8	8	0
Community	53.50	1,314	327	303	28	3,524	881	568	86	0	0	0	192
ALL LOCATIONS TOTALS	114.00	3682	911	710	79	4504	1126	752	107	446	76	107	192
		Annual		Q1									
Statewide Maximum Capacity FY13		8824		2113									
Statewide Maximum Capacity @ 84%		7412		1775									
Actual Admissions (IOP+OP+TC&RH)				1569									

**SPECTRUM HEALTH SYSTEMS INC.
Washington State Contract Deliverable List**

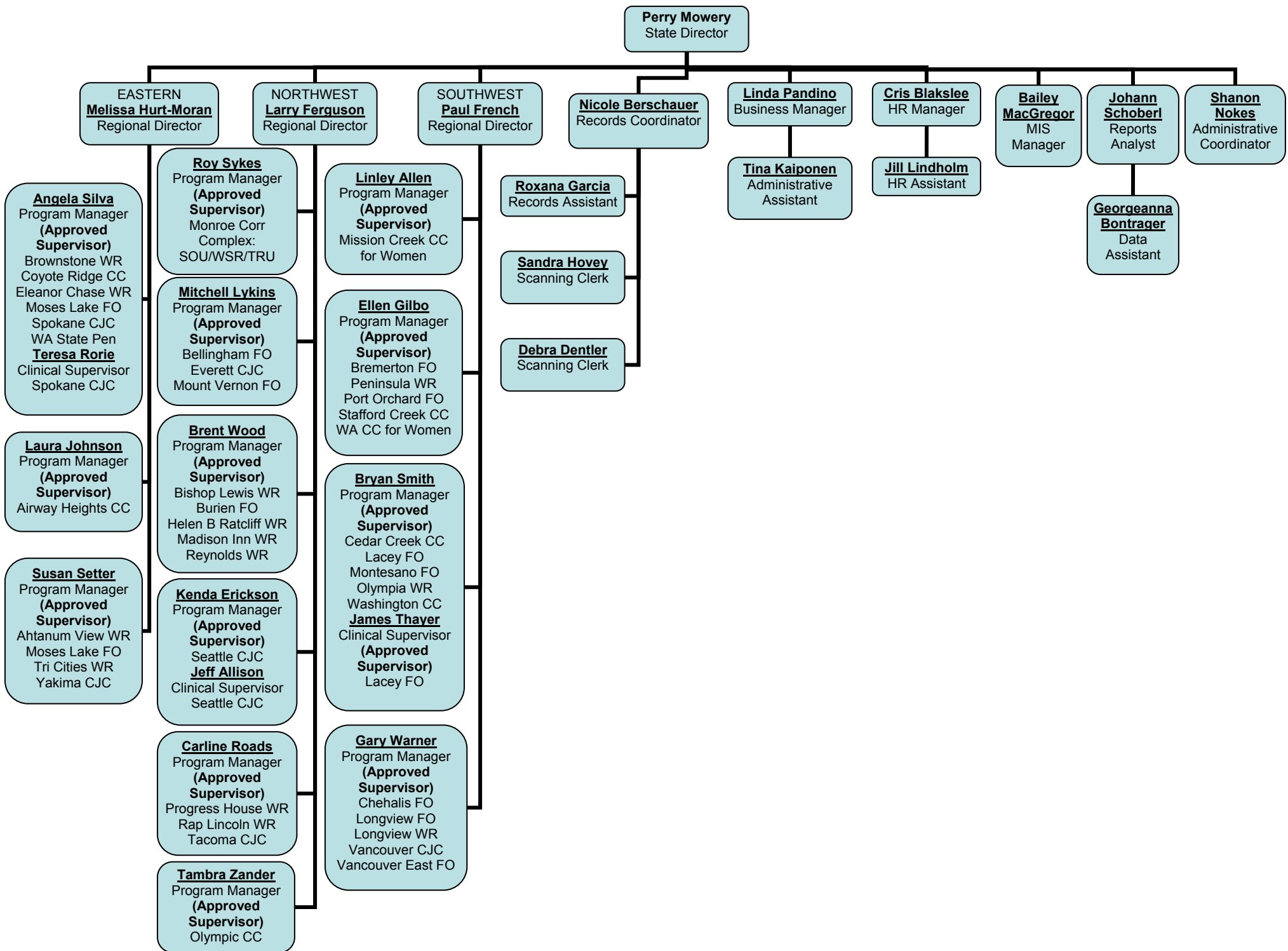
Contract Reference Number	Contractor Responsibilities	DOC Audit Process	Record of compliance	Steps Spectrum Uses to Complete
1	All chemical dependency treatment and other services delivered by providers are consistent with WAC 388-805, DOC policies and the DOC CD Practice and Procedure Manual.	Provide following reports to CDU ~ 1. Results of QFRs for all required sites in the quarter. 2. Summary results of Site Reviews 3. Summary results of GQIs 4. Summary of prison & community admits per the CD triage by location and modality of treatment.	<input type="checkbox"/> Yes <input type="checkbox"/> No	1. QFR results are posted on Lexington and available for CDU to review at any time. 2. Reports Analyst has compiled an at a glance summary of site review completions by facility and date. CDU is also currently completing semi-annual Site Reviews which Spectrum uses to augment already completed site review QA. 3. GQIs are a part of the Site Review process. Reports Analyst has developed an at a glance summary of GQIs for CDUs review. 4. Lexington provides a summary report of admissions by location and can be provided to CDU at any point in time.
2	All job descriptions, associated salaries and organizational charts for all positions are maintained and readily available through the Contractor's headquarter office.	1. All necessary revisions will be completed and posted on Lexington website.	<input type="checkbox"/> Yes <input type="checkbox"/> No	1. Job descriptions, associated salaries and organizational charts for all positions have been reviewed and are available to CDU. All job descriptions are posted on Lexington for access.
3	Only those non- DOSA (Drug Offender Sentencing Alternative) offenders expected to enter DOC treatment will be assessed.	1. Provide report reflecting numbers as per CDU triage of non DOSA assessments completed & corresponding TX admissions. Information to be included in Quarterly Management Report.	<input type="checkbox"/> Yes <input type="checkbox"/> No	1. Information on assessments (both DOSA and non-DOSA) is a component of each quarterly report.
4	Service delivery staff understands that they may be required to work alternative hours, days and weekends to assure that site-specific treatment needs are addressed and provided when the offenders are available for treatment.	1. All Washington SHS job descriptions include a statement clarifying the need for alternative hour and days.	<input type="checkbox"/> Yes <input type="checkbox"/> No	1. This statement is included in each job description. Job descriptions have been reviewed for accuracy.
5	The Contractor will coordinate the receipt of all statewide court orders for the provision of DOSA residential pre-sentence screens and examinations. The Contractor will dispatch staff to meet with the offenders either in confinement or the community to accommodate the completion of the examinations and screenings. All reports will be completed and	1. Business Manager & Admin Coordinator track date of receipt of DOSA referral & date court order was received on all DOSA packets 2. Report to CDU on a	<input type="checkbox"/> Yes <input type="checkbox"/> No	1.This information is tracked as each court order is received and a summary report is provided to CDU on a monthly basis. 2.DOSA court orders are on a strict time frame and completion is also documented for each court report relative to time required to complete screening and

SPECTRUM HEALTH SYSTEMS INC.
Washington State Contract Deliverable List (FY13)

Contract Reference Number	Contractor Responsibilities	DOC Audit Process	Record of compliance	Steps Spectrum Uses to Complete
	sent to the courts, DOC Chemical Dependency Unit (CDU) and prosecutor within 10 days of receipt of the initial court order.	monthly basis.		submit to court, attorney, etc.
6	The Contractor will work directly with the DOC CDU to review DOC treatment content and principles, and make recommendations for adjustment consistent with evidenced based practices. All curricula, treatment content and principles will be reviewed and fully implemented by March 1, 2012.		<input type="checkbox"/> Yes <input type="checkbox"/> No	1. Staff have worked closely with CDU in offering recommendations for treatment content and principles in each of the modalities of treatment. This Contractor responsibility has been completed.
7	The Contractor will participate in CJ-DATS research assessment studies to support development of the assessment process.		<input type="checkbox"/> Yes <input type="checkbox"/> No	1. Spectrum Health Systems has and will continue to participate in CJ-DATS research. Current Research involves AHCC & Spokane CJC as well as CRCC and Tri-Cities WR.
8	The Contractor will complete routine audits in all programs a minimum of two times per year using a Contractor designed audit tool designed to ensure compliance with all applicable policies and procedures and reflect regulatory requirements, best practices standards and DOC/CDU standards. Documentation of routine audits for all programs will be posted and available on Lexington starting July 1, 2011.	1. Provide documentation of audits for all programs to CDU quarterly.	<input type="checkbox"/> Yes <input type="checkbox"/> No	1. Site reviews and Group Quality Inventories are being completed as per requirements. Reviews/GQIs and submitted findings are posted on Lexington reflecting semi-annual completion.
9	All job descriptions and related performance evaluations will be reviewed annually to ensure they accurately represent the essential duties and responsibilities of all positions.		<input type="checkbox"/> Yes <input type="checkbox"/> No	Job descriptions have been reviewed and updated during this fiscal year. New position job descriptions have been developed and are available for review. Annual Performance Evaluations are reviewed by Administrative Supervisor responsible for area.
10	Contractor will assure fidelity to the Seeking Safety model of treatment by developing and implementing a system of data collection relating to the Seeking Safety model. Reports will be provided to DOC/CDU semi-annually that measure and ensure fidelity to the Seeking Safety model.	1. Develop, implement & provide a report to CDU semi-annually that measures and ensures fidelity to the Seeking Safety model.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Training on Seeking Safety fidelity measurements was completed for all staff and supervisors. Semi-annual measurements are being completed for submission to CDU.

SPECTRUM HEALTH SYSTEMS INC.
Washington State Contract Deliverable List (FY13)

Contract Reference Number	Contractor Responsibilities	DOC Audit Process	Record of compliance	Steps Spectrum Uses to Complete
11	The Contractor will manage a data system that monitors all offenders completing treatment in total confinement settings and documents their admission to outpatient treatment in the community. This information is provided to the DOC as required in the quarterly report.	1. Manage a data system that monitors all offenders completing Tx. in Prison & document their admission to outpatient Tx. in community upon release. 2. Provide a report to CDU of the above info quarterly	<input type="checkbox"/> Yes <input type="checkbox"/> No	Systems and methods of monitoring all patient/offenders that have completed treatment in total confinement have been identified and information relative to those patients receiving an admission appointment is tracked and is provided to CDU quarterly.
12	With the exception of close custody offenders who cannot access treatment, all DOSA offenders with 16 weeks or more to serve in total confinement will be admitted to treatment with enough time to complete prior to their Estimated Release Date (ERD) or transfer to work release. Those who are not admitted while in total confinement will be admitted by the CD treatment provider upon DOC intake to the work release or the community. The Contractor will develop a mechanism and a report to monitor this measure. Contractor will submit a monthly report to CDU identifying those DOSAs that are unavailable due to custody level; report due by the first of each month.	1. Develop a system to monitor all DOSA offenders in prison to identify their nearing 16 week ERD to ensure that those DOSA offenders are admitted to tx. prior to release from prison. 2. Develop a report reflecting those DOSA offenders in prison that received tx. prior to release and include those DOSA offenders that did not get treatment prior to release. 3. Develop a tracking system that identifies any DOSA offenders that are unavailable for tx. due to custody level/location & provide a list to CDU on a monthly basis.	<input type="checkbox"/> Yes <input type="checkbox"/> No	The information under Contractor Responsibilities is actually a Performance Measure as opposed to a Contract Deliverable. We have included this information on the Performance Measure outline as it is measured on a quarterly basis. 1. A tracking system (referenced above) is in place to track DOSA that received treatment prior to release and facilitates placing them in treatment in community. 2. A tracking system to identify those P/Os that are confined at a facility that does not provide Tx services is provided to CDU on a weekly basis.



DOSA SCREENINGS SUMMARY

WASHINGTON STATE DEPARTMENT OF CORRECTIONS

DOSA (Drug Offender Sentencing Alternative) legislation provides court imposed treatment that offers the qualified offenders chemical dependency treatment in lieu of a full prison sentence. Spectrum Health Systems is responsible for screening, monitoring and tracking DOSA court orders statewide. Screeners are required to complete the requests within 10 working days, which includes screening the offender, obtaining an in-patient treatment bed date and providing reports to the courts.

TOTAL COURT ORDERS RECEIVED:	274
COURT ORDERS COMPLETED: 205
COURT ORDERS RETURNED:	15
COURT ORDERS FAILED TO SHOW:	13
COURT ORDERS CURRENTLY OPEN:	41

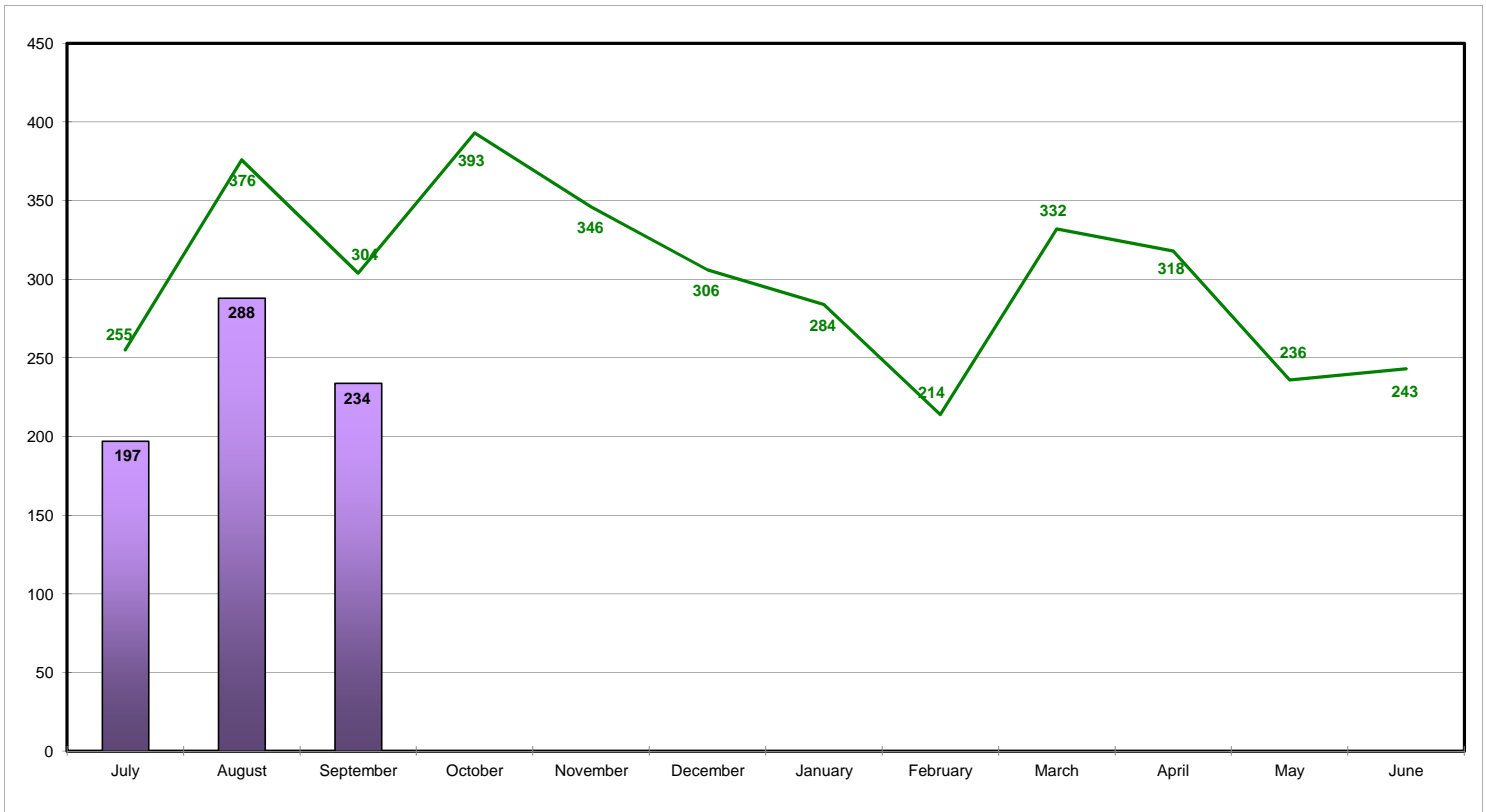
Out of 205 Screenings Completed:	
152 Completed by Spectrum Staff	
Top 3 Screeners:	
Melissa Young (King County)	
Melinda Smith (Clark and Cowlitz Counties)	
Dawn Lamp (Grays Harbor, Mason and Thurston Counties)	
53 Completed by Outside Vendors	
Top 3 Screeners:	
Merit Resource Services (Yakima County)	
Center for Alcohol and Drug Treatment (Chelan and Douglas Counties)	
Olympic Personal Growth Center (Clallam and Jefferson Counties)	

County Information:	
28 out of 39 Counties sent in Screening requests	
Top 3 Counties for Completed Screenings:	
King	(51 completed)
Snohomish	(25 completed)
Yakima	(25 completed)
Non Participating Counties:	
Ferry	Garfield Island Klickitat
Lincoln	Okanogan San Juan Skagit
Skamania	Walla Walla Whitman

Monthly Averages:	
Court orders RECEIVED per Month:	91
Court orders COMPLETED per Month:	68
Court orders RETURNED per Month:	5
Court orders FAILED per Month:	4

Total Assessments - All Sites Washington State Department of Corrections

- Chemical dependency assessments are completed prior to admission to treatment as required by Washington Administrative Code (WAC).
- A diagnosis of chemical dependency is required for all patient offenders admitted into DOC treatment which is accomplished as a component of the assessment.
- In addition to the detail of the chemical dependency diagnosis, the patient/offender's stage of addiction (early, middle or late) is also identified to facilitate placement in the appropriate level of treatment intensity.



FY13 Assessments (July 2012 - September 2012)

719

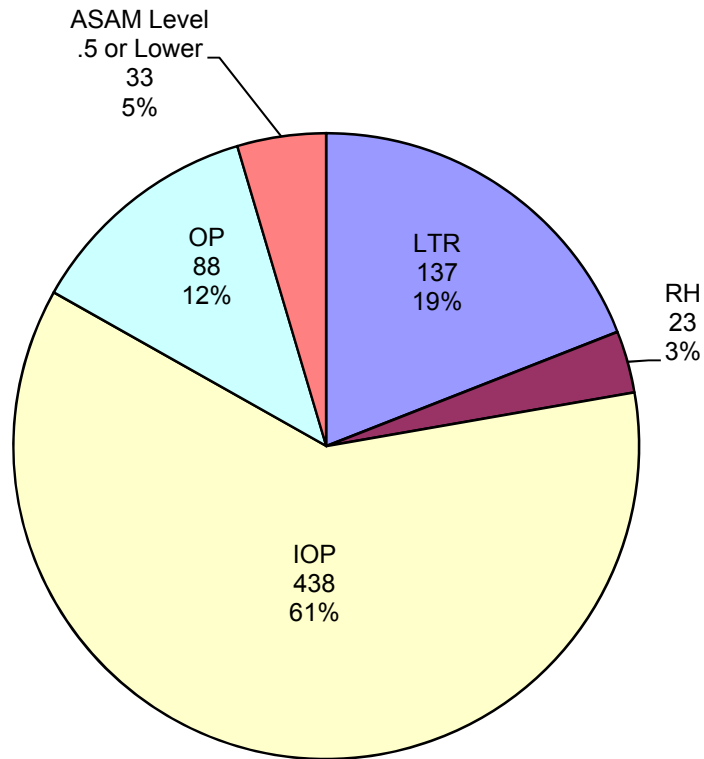
FY12 Assessments (July 2011 - September 2011)

935

The decreased number of assessments during Q1 FY13 is due in large part to a significant change in programmatic approach to the chemical dependency treatment in DOC. CDU/DOC directed an increase of weekly treatment hours in both Intensive Outpatient (IOP) and Outpatient (OP) level of care as well as directing the designation of specific assessment/admission counselors and group counselors. The transition into new programming methods resulted in a reduction of assessments and admissions for Quarter 1 FY13.

Assessed Level of Care Washington State Department of Corrections

The graph below reflects all chemical dependency assessments completed in Quarter 1 FY13 categorized by the levels of care recommended. The summarized assessment data reflects both level of care diagnosed by assessing counselors and the prevailing stage of addiction (early, middle or late) being identified through assessments.



LEVEL OF CARE	Assessments
Long Term Residential (LTR)	137
Recovery House (RH) / Intensive Day Treatment (IDT)	23
Intensive Outpatient (IOP)	438
Outpatient (OP)	88
ASAM Level .5 or Lower	33
Total	719

Chemical Dependency Service Delivery Plan Q1 FY 2013 9-17-12

TREATMENT LOCATION	Service Delivery FTE (only)	Intensive Outpatient Annual Maximum Capacity	Total IOP groups at All Location	Outpatient Annual Maximum Capacity	Total OP Groups All Locations	TC/RH/IDT Annual Max Capacity	Enhanced Day Treatment	COMMENTS
PRISONS								
Airway Heights Corrections Center	4.50	432	9	0	0	0	0	
Airway Heights Corrections Center COD	0.50	30	1	0	0	0	0	
(AHCC) Intensive Day Treatment	3.00	0	0	0	0	144	0	New IDT at AHCC - 3 CDPs X 1 group each every 16 weeks (36 admits for quarter 4)
Cedar Creek Corrections Center	1.00	96	2	0	0	0	0	IOP reduced from 4 to 2. Annual total should now be 96
Coyote Ridge Corrections Center	4.00	384	8	0	0	0	0	4 IOP groups in minimum custody, 4 IOP groups in medium custody
Mission Creek Corrections Center Women	6.00	96	2	0	0	80	0	6 staff includes TC Technician - 2 IOP groups in addition to 80 residents in TC
MCC / MSU	1.00	96	2	0	0	0	0	1 CDP for IOP & 1 CDP for assessments at MCC (Assessment CDP tabulated on last line in section)
MCC/SOU (COD TC)	4.00	0	0	0	0	60	0	FTE Count includes 3 CDPs & 1 TC Technician
MCC / Twin Rivers	1.00	96	2	0	0	0	0	
MCC/WSR	1.00	96	2	0	0	0	0	
Olympic Corrections Center (TC)	7.00	0	0	0	0	130	0	FTE Count includes 6 CDPs & 1 TC Technician
Stafford Creek Corrections Center	1.00	96	2	0	0	0	0	Reduced FTEs from 2 to 1 and IOP groups from 4 to 2
Washington Corrections Center	2.00	96	2	0	0	0	0	Increased FTE from 1.25 - 2.0 to cover ASUS and DOSA Assessments
WA Corrections Center for Women	3.00	180	4	0	0	0	0	additional IOP added as of 10/01/12 = 3 cycles of 12 = 36 + existing IOP full year 144 + 36 = 180
Washington State Penitentiary	2.00	192	4	0	0	0	0	Adjust maximum capacity due to new staff, CORE, etc. CDP start 2/15/12 current CDP out on 11/2 for maternity leave returning (1st week in Feb. 2013).
CDPs providing Assess/Admit in Prisons	3.00	0	0	0	0	0	0	Assessment CDP Locations: MCC/MSU, AHCC, CRCC
PRISONS TOTALS	44.00	1890	40	0	0	414	0	
WORK RELEASE								
Ahtanum View Work Release	1.00	48	1	48	1	0	0	
Bishop Lewis Work Release (Support HBR)	1.00	48	1	48	1	0	0	1 IOP & 1 OP, CDP completes all BLWR assessments
Brownstone Work Release (Support ECH)	0.50	0	0	96	2	0	0	.5 Assessment CDP also located here (tabulated on last line of this section)
Eleanor Chase Work Release	0.50	0	0	96	2	0	0	.5 Assessment CDP also located here (tabulated on last line of this section)
Helen B. Ratcliff Work Release	0.25	0	0	48	1	0	0	1 OP & CDP completes all HBRCWR assessments in addition to other local WR assessments
Longview Work Release	0.50	48	1	0	0	0	0	Changes in LVWR and LVFO groups - Change occurred when services switched from 4 to 3 day IOP. Challenges with group space in Field Office and Work Release.
Madison Inn Work Release (TC)	1.00	48	1	48	1	0	0	1 CDP for IOP/OP & 1 CDP for assess (tabulated on last line of this section)
Olympia Work Release	1.00	48	1	96	2	0	0	
Peninsula Work Release	1.00	48	1	96	2	0	0	
Progress House Work Release	1.00	48	1	96	2	0	0	
RAP/Lincoln Work Release (COD)	1.00	30	1	20	1	0	0	
Reynolds Work Release	1.00	48	1	96	2	0	0	
Tri-Cities Work Release	2.00	96	2	192	4	0	0	
CDPs providing assessments in WR	4.75							Assessment CDP Locations: .5 @ BSWR/ .5 @ ECWR/ .75 @ HBRCWR/ 2.0 @ MIWR/ 1.0 TCWR
WORK RELEASE TOTALS	16.50	510	11	980	21	0	0	

Chemical Dependency Service Delivery Plan Q1 FY 2013 9-17-12

TREATMENT LOCATION	Service Delivery FTE (only)	Intensive Outpatient Annual Maximum Capacity	Total IOP groups at All Location	Outpatient Annual Maximum Capacity	Total OP Groups All Locations	TC/RH/IDT Annual Max Capacity	Enhanced Day Treatment	COMMENTS
COMMUNITY								
Bellingham Field Office	1.75	96	2	144	3	0	0	
Bellingham Field Office - (COD)	0.25	0	0	20	1	0	0	
Bremerton Field Office	1.00	48	1	96	2	0	0	Assessment CDP also located here (tabulated on last line in this section)
Burien Field Office	2.00	96	2	192	4	0	0	
Chehalis Field Office	1.00	48	1	96	2	0	0	
Everett Community Justice Center	3.00	144	3	288	6	0	0	Assessment CDP also located here (tabulated on last line in this section)
Everett Com. Just. Center Enhanced Day Tx	3.00	0	0	0	2	0	96	Educator included in count of Service Delivery FTE count
Everett Community Justice Center - (COD)	1.00	0	0	60	3	0	0	
Lacey Branch	1.00	48	1	96	2	0	0	Assessment CDP also located here (tabulated on last line in this section)
Lacey Branch - (COD)	1.00	0	0	60	3	0	0	
Longview Field Office	1.50	48	1	192	4	0	0	Changes in LVWR and LVFO groups - Change occurred when services switched from 4 to 3 day IOP. Challenges with group space in Field Office and Work Release.
Montesano Field Office	1.00	48	1	96	2	0	0	
Moses Lake Field Office	1.00	0	0	144	3	0	0	
Mount Vernon Field Office	1.00	48	1	96	2	0	0	
Port Orchard Field Office	1.00	48	1	96	2	0	0	
Seattle Community Justice Center	4.00	96	2	576	12	0	0	Assessment CDP also located here (tabulated on last line in this section)
Seattle Comm. Just.Center Enhanced Day Tx	3.00	0	0	0	2	0	96	Educator included in count of Service Delivery FTE count
Seattle Community Justice Center - (COD)	1.00	0	0	60	3	0	0	
Shelton Field Office	1.00	48	1	96	2	0	0	Assessment CDP also located here (tabulated on last line in this section)
Spokane Community Justice Center	3.00	96	2	204	5	0	0	Increased 1 FTE for additional IOP (evening) & additional assess - Start (11/15/12)
Spokane Community Justice Center - (COD)	1.00	30	1	40	2	0	0	Spokane CJC's OP COD TGAF is 16 weeks in duration. All other OP COD are 24 wk duration
Tacoma Community Justice Center	3.75	132	3	324	7	0	0	9-1-12 added 1 IOP (now a total of 7 OP) & reduced by 1 IOP (now a total of 3 IOP) - annual admit should now be IOP 24 admits for Q1, 108 admits for Q 2 > Q4 is a total of 132 for FY13. OP will now be 72 admits for Q1 + 252 for Q2 > 4 total of 324 (this does not include COD in estimated total)
Tacoma Community Justice Center - (COD)	0.25	0	0	20	1	0	0	
Vancouver Community Justice Center	2.00	96	2	192	4	0	0	Assessment CDP also located here (tabulated on last line in this section)
Vancouver East Field Office	1.00	48	1	96	2	0	0	
Yakima Community Justice Center	2.00	96	2	240	5	0	0	Moved 1 OP group from AVWR to YCJC Q1-FY13
CDPs providing Assess/admit in Community	11.00	0	0	0	0	0	0	Assessment CDP Location: 1.0 BRFO/ 1.0 ECJC/ 1.0 Lacey/ 1.0 Lynnwood/ 1.0 SEACJC/ 1.0 SFO/ 1.0 SpoCJC/ 2.0 TCJC/ 1.0 VCJC/ 1.0 YCJC,
COMMUNITY TOTALS	53.50	1314	28	3524	86	0	192	
SUMMARY								
Prison	44.00	1890	40	0	0	414	0	
Work Release	16.50	510	11	980	21	0	0	
Community	53.50	1314	28	3524	86	0	192	
ALL LOCATIONS TOTALS	114.00	3714	79	4504	107	414	192	
Statewide Annual Maximum Capacity FY13	8824							
Actual delivery est. at 84% of max capacity	7412							

Client/Patient Satisfaction Survey (PSS) Summary Washington State Department of Corrections

The Client Satisfaction Survey is completed by patients on a voluntary basis. Each site is surveyed once per year. The questions asked in the survey are listed below and the Rating Scale is also included. The tables list survey results broken down by type of facility (Total Confinement, Work Release and Community). The overall statewide average is provided on the next page.

CLIENT SATISFACTION SURVEY QUESTIONS

1. The Chemical Dependency Program, rules and expectations of the program were explained to me.
2. Chemical Dependency staff treat patients with respect and dignity.
3. Chemical Dependency Program rules are enforced consistently (no favoritism).
4. All groups begin and end on time according to the schedule.
5. At least ½ of group time is spent practicing skills learned.
6. All group members are asked to participate/speak during groups.
7. Inappropriate behavior is addressed promptly during groups.
8. Group treatment in this Chemical Dependency Program has helped me to develop the skills I need to stay clean and sober when I leave the program.
9. Chemical Dependency Program staff seem knowledgeable in the substance abuse treatment services they provide.
10. I have been asked to participate in developing and updating my treatment plan.
11. Overall, the Chemical Dependency Program and the services I received have met my treatment needs.

RATING SCALE:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree or Disagree
- 4 = Agree
- 5 = Strongly Agree
- N/A = Not Applicable

TREATMENT LOCATION	CLIENTS SURVEYED	SURVEY QUESTION NUMBER												
		1	2	3	4	5	6	7	8	9	10	11	AVERAGE	
TOTAL CONFINEMENT														
Stafford Creek Corrections Center (SCCC)	13	4.77	4.85	4.85	4.69	4.46	4.62	4.69	4.77	4.85	4.62	4.85		4.73
Washington Corrections Center for Women (WCCW)	25	4.80	4.76	4.80	4.68	4.80	4.88	4.64	4.84	4.92	4.52	4.84		4.77
TOTAL SURVEYED CONFINEMENT	38													
TOTAL AVERAGE CONFINEMENT		4.79	4.81	4.83	4.69	4.63	4.75	4.67	4.81	4.89	4.57	4.85		4.75
WORK RELEASE														
Olympia Work Release (OWR)	22	4.50	4.73	4.59	4.64	4.55	4.68	4.50	4.64	4.73	4.33	4.68		4.60
Progress House Work Release (PHWR)	19	3.47	3.89	3.79	3.79	3.58	3.84	3.84	3.79	3.84	3.79	3.84		3.77
Reynolds Work Release (RWR)	27	4.30	4.52	4.15	4.52	4.41	4.63	4.48	4.19	4.44	4.59	4.11		4.39
TOTAL SURVEYED WORK RELEASE	68													
TOTAL AVERAGE WORK RELEASE		4.09	4.38	4.18	4.32	4.18	4.38	4.27	4.21	4.34	4.24	4.21		4.25
COMMUNITY														
Bellingham Field Office (BEFO)	24	4.75	4.88	4.79	4.83	4.75	4.83	4.75	4.79	4.92	4.83	4.71		4.80
Burien Field Office (BFO)	26	4.62	4.54	4.27	4.46	4.35	4.54	4.46	4.50	4.54	4.38	4.46		4.47
Chehalis Field Office (CFO)	23	4.39	4.39	4.09	4.30	4.13	4.22	4.13	4.26	4.25	4.04	4.09		4.21
Longview Central Field Office (LCFO)	45	4.56	4.47	4.47	4.56	4.27	4.47	4.47	4.31	4.62	4.62	4.31		4.47
Montesano Field Office (MFO)	20	4.20	3.90	4.30	4.35	4.00	4.55	4.65	4.10	4.30	4.00	4.30		4.24
Moses Lake Field Office (MLFO)	16	4.35	4.29	4.29	4.35	3.94	4.24	4.29	4.29	4.41	4.18	4.18		4.26
TOTAL SURVEYED COMMUNITY	154													
TOTAL AVERAGE COMMUNITY		4.48	4.41	4.37	4.48	4.24	4.48	4.46	4.38	4.51	4.34	4.34		4.41
GRAND TOTAL SURVEYED	260													
GRAND TOTAL AVERAGE		4.45	4.53	4.46	4.49	4.35	4.54	4.47	4.46	4.58	4.38	4.47		4.47

Contract Budget Summary
Washington State Department of Corrections

	Total \$	Year to Date Service Hours	Average Cost per Hour	Service @ Site	Detail of Hours	Year to Date Cost per Service Type
	ALL SITES	\$ 1,948,767.44	20,108.18	\$ 96.91		
				Assessments	1,879.41	\$ 182,141.45
				Assessment Update	284.25	\$ 27,547.85
				ASUS	42.50	\$ 4,118.85
				Clinical Review	32.50	\$ 3,149.71
				COD	765.75	\$ 74,212.02
				Education	133.00	\$ 12,889.58
				IOP	8,105.90	\$ 785,576.52
				LTT	2,987.43	\$ 289,524.28
				OP	5,358.52	\$ 519,316.48
				Outreach Services	5.17	\$ 501.05
				Recovery House	339.50	\$ 32,902.36
				Screening	174.25	\$ 16,887.29
			TOTALS	20,108.18	\$ 1,948,767.44	

COST PER FACILITY TYPE SUMMARY							
	Total \$	Year to Date Service Hours	Average Cost per Hour	Service @ Site	Detail of Hours	Year to Date Cost per Service Type	
	PRISONS	\$ 793,837.37	8,624.99	\$ 92.04			
				Assessments	931.25	\$ 85,711.53	
				Assessment Update	100.25	\$ 9,226.93	
				ASUS	42.50	\$ 3,911.67	
				Clinical Review	6.75	\$ 621.26	
				COD	552.75	\$ 50,874.68	
				Education	0.25	\$ 23.01	
				IOP	3,892.31	\$ 358,245.18	
				LTT	2,987.43	\$ 274,960.73	
				OP	-	\$ -	
				Outreach Services	-	\$ -	
				Recovery House	-	\$ -	
				Screening	111.50	\$ 10,262.37	
			TOTALS	8,624.99	\$ 793,837.37		
WORK RELEASES	\$ 189,050.18	3,137.00	\$ 60.26				
				Assessments	312.66	\$ 18,842.34	
				Assessment Update	38.50	\$ 2,320.19	
				Clinical Review	9.75	\$ 587.58	
				COD	-	\$ -	
				IOP	1,188.59	\$ 71,629.95	
				LTT	-	\$ -	
				OP	1,237.00	\$ 74,547.36	
				Recovery House	339.50	\$ 20,459.85	
				Screening	11.00	\$ 662.91	
				TOTALS	3,137.00	\$ 189,050.18	
	COMMUNITY CORRECTIONS	\$ 965,879.89	8,346.44	\$ 115.72			
					Assessments	635.50	\$ 73,542.33
				Assessment Update	145.50	\$ 16,837.78	
				Clinical Review	16.00	\$ 1,851.58	
				COD	213.00	\$ 24,649.12	
				Education	133.00	\$ 15,391.24	
				IOP	3,025.00	\$ 350,063.82	
				LTT	-	\$ -	
				OP	4,121.52	\$ 476,957.04	
				Outreach Services	5.17	\$ 598.29	
				Recovery House	-	\$ -	
				Screening	51.75	\$ 5,988.70	
				TOTALS	8,346.44	\$ 965,879.89	

Spectrum Health Systems, Inc. - Chemical Dependency Contract Performance Measures Dashboard

Performance Measure A-1	<p style="text-align: center;">Contractor must meet 84% of maximum capacity for Admissions each quarter.</p> <p>FY13 QTR1 <u>target</u> admissions = 1,775 = (84% of Maximum Capacity) FY13 QTR1 <u>actual</u> admissions (all levels of care) = 1,569 (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and admission totals were verified)</p>	NO, 74%
	\$500.00 penalty	YES
	FY13 QTR1 admissions were 74% of Maximum Capacity. Contractor missed the 84% expected goal by 10%.	NO
	\$500.00 incentive	\$0.00
Performance Measure A-2	<p style="text-align: center;">100% of DOSA offenders assessed prior to release from DOC full confinement sites</p> <p>XXX DOSA patient/offenders were assessed by Spectrum (100 %) and released from confinement (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total DOSA assessments were verified)</p>	N/A, Suspended by DOC
	\$50.00 per offender penalty (max \$1,000.00)	NO
Performance Measure A-3	<p style="text-align: center;">100% of DOSA offenders will have an OP appt. scheduled no later than 30 days after release</p> <p>134 DOSA offenders (100%) received admission appointments in work release/community within 30 days of release from confinement in FY13 QTR1. (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total DOSA admissions were verified. OMNI data was also utilized to obtain/verify information)</p>	YES, 100%
Performance Measure A-4	<p style="text-align: center;">100% of offenders prior to release will have an OP appt. scheduled no later than 30 days after release</p> <p>331 patient/offenders (100%) received an OP appointment no later than 30 days after release (includes DOSA) and were released from confinement (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total admissions were verified. OMNI data was also utilized to obtain/verify information)</p>	YES, 100%
	\$25.00 per offender penalty	NO
Performance Measure A-7	<p style="text-align: center;">Therapeutic Community treatment must average 75% completion rate</p> <p>FY13 QTR1 Therapeutic Community treatment completion rate = 74% (45 completions and 16 incompletions) (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total Therapeutic Community treatment completion rates were verified)</p>	NO, 74%
	<p style="text-align: center;">Intensive Outpatient (IOP) treatment in confinement must average 95% completion rate</p> <p>FY13 QTR1 Intensive Outpatient treatment in confinement completion rate = 98% (286 completions and 5 incompletions) (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total Intensive Outpatient treatment in confinement completion rates were verified)</p>	YES, 98% Exceeded by 3%

Spectrum Health Systems, Inc. - Chemical Dependency Contract Performance Measures Dashboard

Performance Measure A-7 (continued)	CQIP MEASURE - Intensive Outpatient (IOP) treatment in community (including WR) must average 60% completion rate FY13 QTR1 Intensive Outpatient treatment in community = 54% (160 completions and 182 incompletions) (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total Intensive Outpatient treatment in community completion rates were verified)	NO, 54%
	CQIP MEASURE - Outpatient (OP) treatment in community (inclusive of WR) must average 60% completion rate FY13 QTR1 Outpatient treatment in community = 62% (457 completions and 334 incompletions) (Source: DBHR TARGET data downloaded on 10/5/12 to Lexington database and total Outpatient treatment in community completion rates were verified)	YES, 62% Exceeded by 2%
	\$1,000 annual incentive for achievement of each completion rate in the community	NO
Performance Measure A-8	Original CDL #-8 removed as per CDU update to Statement of Work	N/A
Performance Measure A-9	CQIP MEASURE - All CD treatment IOP/OP slots in Community programs are filled and maintained at an 83% utilization rate FY13 QTR1 = 73% utilization rate (Source: Department of Corrections Resource Program Management)	NO, 73%
Performance Measure A-10	CQIP MEASURE - All CD treatment slots in total confinement IOP are filled and maintained at an 85% utilization rate FY13 QTR1 = 85% of utilization rate (Source: Department of Corrections Resource Program Management)	YES, 85%
	Retention of unspent allotted administrative cost incentive	N/A
Performance Measure A-11	Original CDL #-11 removed as per CDU update to Statement of Work	N/A
Performance Measure B-2	Required electronic and hard copies of the quarterly/annual reports submitted no later than the last working day of the month following the quarter (Source DOC CD Unit)	YES
	\$200.00 penalty	NO
Total penalties assessed for the period (PM's 1, 2, 4, 7 & B-2):		\$500.00
Total Incentive pay for the period (PM's 1 & 7):		NONE
Net difference:		\$500.00 Penalty