

NATIONAL
CENTER FOR
STATE COURTS

**HOLISTIC JUSTICE MEANS LEAVING YOUR
HAT AT THE DOOR**



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**MHC/CO-OCCURRING DISORDERS FORUM
NADCP 15TH ANNUAL TRAINING CONFERENCE
JUNE 2009**

PARTICIPATING SITES

California

San Francisco's Behavioral Health Court
Court for the Individualized Treatment of Adolescents – (Santa Clara County Court)

Minnesota

Fourth Judicial District Criminal, Hennepin County Mental Health Court

Missouri

Jackson County Mental Health Courts
Kansas City Municipal Court
Kansas City State Drug Court
Lee's Summit Municipal Court

Vermont

Chittenden County Mental Health Court

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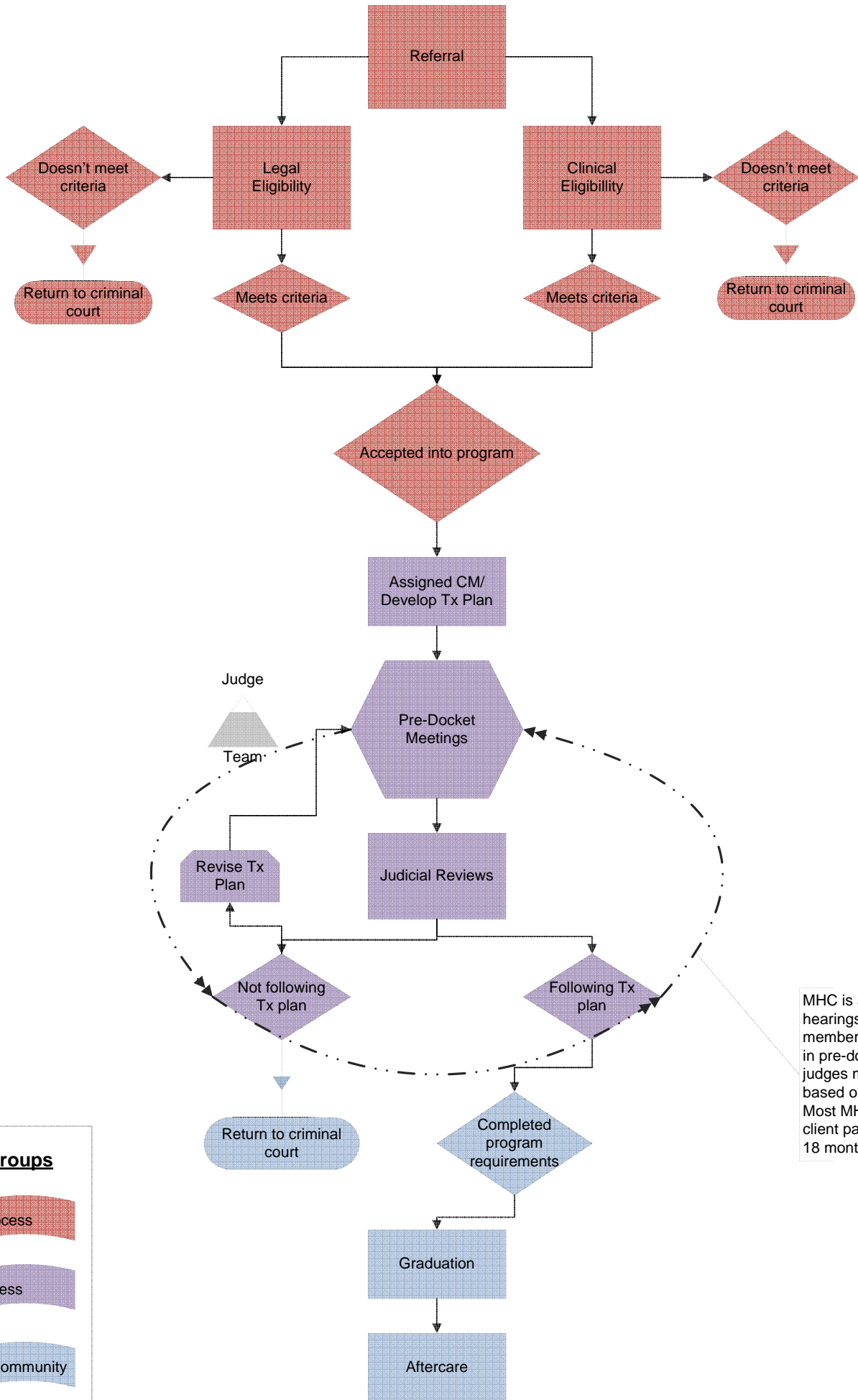


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MENTAL HEALTH COURT PROCESS MODEL



MHC is a series of court hearings, with team members discussing cases in pre-docket meetings and judges making decisions based on client participation. Most MHC programs require client participation for 12 to 18 months.

Flowchart Groups

Referral Process

MHC Process

Integration into Community

WHO'S SITTING AT THE TABLE?

Role	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7
Treatment	✓	✓	✓	✓	✓	✓	✓
Prosecutor	✓	✓	✓	✓	✓	☑	✓
Corrections	✓	✓	✓	✓	✓		✓
Judge	✓	✓	✓	✓	✓	☑	
Defense	✓		✓	✓		✓	✓
Social Services	✓	✓	✓	✓			
Family				✓			

COLLABORATION WHILE AT THE TABLE

Who Leads the Pre-Docket Meeting

Meetings with the Judge

Judge ----- Team



Meetings without the Judge



CULTURE TYPOLOGIES

	Communal	Networked	Autonomous	Hierarchical
Dominant Case Management Style	Flexibility —General agreement on performance goals exists, but centralized judicial and administrative staff leadership is downplayed and creativity is encouraged. As a result, individual judges apply court rules, policies, and procedures in alternative acceptable ways.	Judicial Consensus —Judicial expectations concerning the timing of key procedural events come from a working policy built on the deliberate involvement and planning of the entire bench. Follow through on established goals is championed and encouraged by a presiding (administrative) judge.	Self-managing — Limited discussion and agreement on the importance of court- wide performance goals exist. Individual judges are relatively free to make their own determinations on when key procedural events are to be completed.	Rule oriented —Judges are committed to the use of caseload management (e.g., early case control, case coordination, and firm trial dates) with the support of administrative and courtroom staff. Written court rules and procedures are applied uniformly by judges.
Judicial and Court Staff Relations	Egalitarian —An effort is made by judges to limit the psychological distance between them and administrative courtroom staff. Hierarchy and formal processes exist, but court staff members go outside normal channels when it seems appropriate to “do the right thing”.	People Development —Judges value and promote a diverse workforce and diversity of ideas; act to enhance professional administrative and courtroom staff development; and seek to treat all staff with fairness and respect.	Personal Loyalty —Individual judges use their own criteria to monitor, evaluate, and motivate courtroom and other staff. Judges have wide discretion in how they recruit, manage and organize their courtroom support staff.	Merit —Administrative and courtroom staff members are closely monitored and evaluated through regular and structured performance appraisals. Work-related feedback, merit recruitment, and promotion are emphasized.
Change Management	Negotiation —Changes in court policies and procedures occur incrementally through judicial negotiation and agreement. In practice, procedures are seldom rigid, with actual application open to interpretation by semi-autonomous work teams of individual judges and corresponding court staff.	Innovation —Judges and court managers seek input from a varied set of individuals (e.g., judges, court staff, attorneys, and public) and measure court user preferences concerning policy changes. Individual judges and administrative staff are encouraged to monitor court performance and to recommend necessary adjustments.	Continuity —Judges resist a rule- and process-bound organizational setting. Centralized change initiatives may be considered unfeasible because each judge exercises a wide scope of latitude in the choice of case processing practices and judges are perceived to resist court wide monitoring.	Modern Administration — Judges and administrative staff seek cutting edge technology and modern administrative methods to support administrative procedures that reduce errors and enhance the timeliness of case processing and the accuracy of record keeping.
Courthouse Leadership	Trust —Judicial and administrative staff leaders seek to build personal relationships and confidence among all judges and court staff members; emphasize mutually agreed upon goals with staff members; attempt to help all obtain satisfaction from work.	Visionary —Judicial and administrative staff leaders seek to build an integrated justice system community. All judges and court staff are asked to meet organizational performance goals that focus on results that matter to those served by the courts rather than simply those who run them.	Independence —Centralized court leadership is inhibited because judges prefer to work with few external controls. Each judge and corresponding courtroom staff members are concerned primarily with their own daily responsibilities and exhibit little interest in efforts aimed at improving court or system-wide performance.	Standard Operating Procedures —Judicial and administrative leaders rely on clearly established rules and directives—preferably in writing—to guide court operations. The system may appear impersonal given the emphasis on knowing and using the proper channels to get things done.
Internal Organization	Collegiality —Information on a wide variety of topics (e.g., caseload, resources, personnel) is shared through informal channels reflecting personal relations among judges, administrative, and courtroom staff. Judges and court staff strive for consensus and to reconcile differences.	Teamwork —Judges and administrators seek a shared court-wide view of what needs to be accomplished. This knowledge facilitates judges and court staff, drawing from different departments and divisions if necessary, to work collaboratively to perform case processing and administrative tasks.	Sovereignty —Courtroom practices reflect the policies and practices employed by individual and autonomous judges. Therefore, accepted practices are slow to change, stability and predictability are emphasized, and confrontation minimized.	Chain of Command —Explicit lines of authority among judges, administrative staff, and courtroom staff create a clear division of labor and formalize expectations that judges and court staff will do the jobs they are assigned.

RESOURCES

- NCSC Problem-Solving Justice Toolkit
Problem Solving Toolkit
http://www.ncsconline.org/D_Research/Documents/ProbSolvJustTool.pdf
- *Court Culture and Their Consequences*, Brian Ostrom, et.al.
Article in Court Manager, Volume 20, Number 1 (Spring 2005)
<http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=986>
- Mental Health Court Resource Guide
NCSC CourTopics on Mental Health Courts
<http://www.ncsconline.org/WC/CourTopics/ResourceGuide.asp?topic=MenHea>
- Mental Health Courts, Bureau of Justice Assistance
Center for Program Evaluation and Performance Measurement
<http://www.ojp.usdoj.gov/BJA/evaluation/>
- Justice Center, Council Of State Governments
Webinars
<http://justicecenter.csg.org/>
- Infonet, Council of State Government
Criminal Justice/Mental Health Consensus Project
<http://www.cjmh-infonet.org/>
- National Alliance on Mental Illness
State and Local NAMIs
http://www.nami.org/Template.cfm?section=your_local_NAMI
- National Association of Drug Court Professionals
Annual Conference
<http://www.nadcp.org/>