#### INCENTIVES ON A DIME Motivating Change on a Budget

Judge Diane Bull
Faculty
Treatment Court Institute
All Rise



#### Disclaimer

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# This presentation explores:

- Research supporting the use of evidence-based incentives & why they work
- How to use and deliver evidence-based incentives effectively
- How to create budgetfriendly incentives that motivate positive change



# Our Behavior Change Tools In a Nutshell...

- Treatment TEACHES new behaviors
- Sanctions STOP behavior (short term)
- Incentives REPEAT behavior
- Supervision DETECTS behavior
- **❖** Used together, they motivate **CHANGE**.

Even if ESPECIALLY if a participant is receiving a sanction, we should also reward positive behaviors with praise and appropriate incentives.

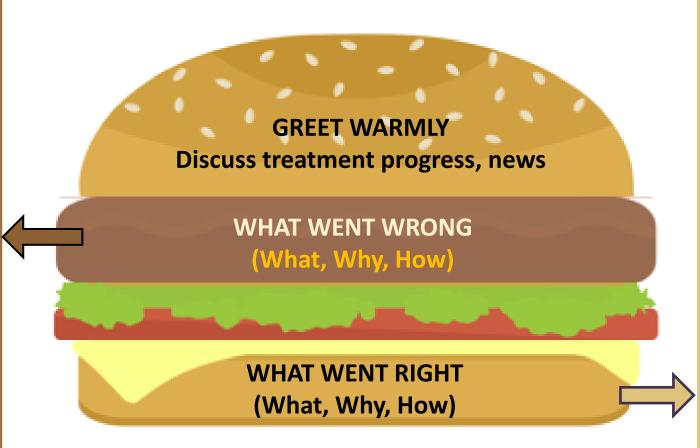
It's all in the delivery!





# Use the Sandwich Technique to Increase Your Use of Incentives!

- 1. WHAT behavior we did not like
- 2. WHY we did not like it.
- 3. HOW continuing this behavior will cause problems
- 4. Response

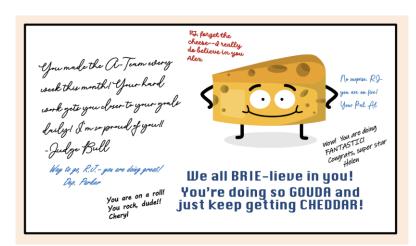


- 1. WHAT behavior we liked
- 2. WHY we like it.
- 3. HOW continuing this behavior will help
- 4. Response

We avoid confusion by using great specificity (WHAT, WHY & HOW)!

#### **Incentives Are Powerful!**

- Incentives promote engagement, motivate repetition of positive behavior.
- Incentives are validating, instill hope, build confidence, and feel good!
- Can have LONG lasting effects BEYOND the program
- SUD is a chronic disease with a 40-60% likelihood of recurrence
- Teach: "I did it before. That means I can do it again."









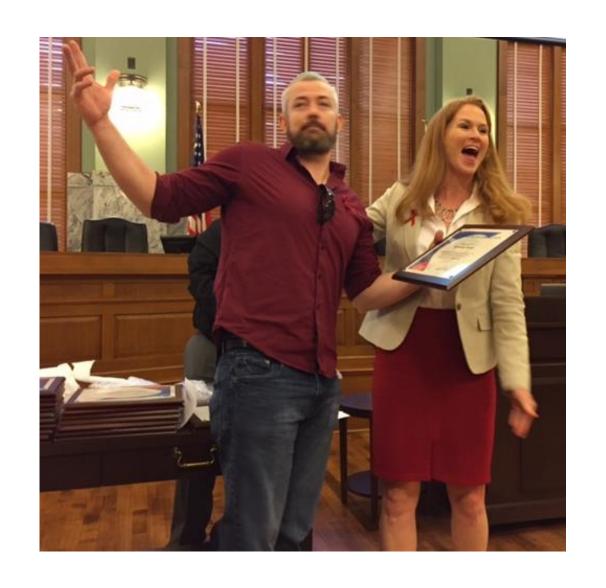
THE WHO, WHAT, WHEN, WHERE, WHY & HOW OF INCENTIVES

**A BRIEF REVIEW** 



#### Spotting the Small Steps Forward Can Be Hard!

- Traditional focus in criminal justice:
   "What went wrong & how are we going to address it?"
- Treatment Court focus: "What went right? Do it again!"
- Focusing on what went wrong:
  - Does not teach what "to" do
  - Does not build skills or confidence
  - Is shaming. Does not instill hope



#### **How Many is Enough?**

**Incentives Should Far Outnumber Sanctions!** 

→ 4:1?

> 10:1 is better.



#### Ratio of Rewards to Punishments and Probability of Success on Intensive Supervision



Wodahl, E. J., Garland, B. Culhane, S. E., and McCarty, W.P. (2011). Utilizing Behavioral Interventions to Improve Supervision Outcomes in Community-Based Corrections. Criminal Justice and Behavior, 38 (4).



What Behavior Do We Reinforce?

#### **Achieving All <u>Target</u> Behaviors:**

- √ Showing up\*
- ✓ Timeliness\*
- √ Honesty\*
- ✓ Neg UAs/ Blows
- ✓ Phase Promotion
- ✓ Treatment Progress
- ✓ Sobriety Milestones
- ✓ Recovery Support Achievements
- ✓ Prosocial Achievements (job, GED, helping others, volunteer work)



<sup>\*</sup> Proximal behaviors

#### Appropriate Magnitude Rewards

#### **Attendance at Treatment**

Ph.1 (Proximal, but may be hard)
 Reward: small to moderate

Ph. 2 (Proximal, getting easier)
 Reward: small

Ph. 3 (Becoming mastered)

Reward: Praise

Ph.4 (Mastered)

Reward: Praise

Ph.5 (Mastered)

Reward: Praise



#### **Pattern of Abstinence**

- Ph.1 (Distal, really hard)
- Reward: moderate to large
- Ph. 2 (Distal, some success)
- Reward: moderate to large
- Ph. 3 (Distal, getting easier)
- Reward: moderate
- Ph.4 (Becoming Proximal)
- Reward: small to moderate
- Ph.5 (Nearer to proximal, but may not be mastered if HN)
- Reward: Praise or small reward

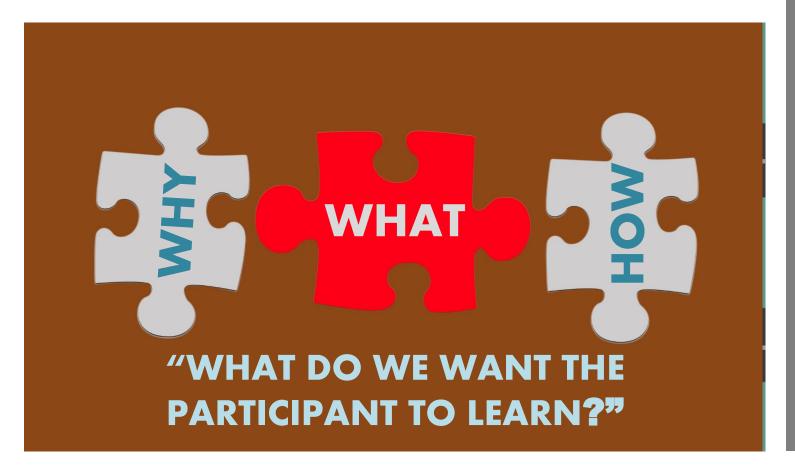
#### Look for—and REWARD—the baby steps!





"If NOT doing something earns a sanction, then DOING it should earn a reward."

# Incentives Must Be Delivered Correctly to Motivate Change



Key Components of Effective Delivery of Responses:

- ✓ Certainty: Detect the GOOD, too!
  - ✓ Requires Reliable Detection
- ✓ Consistently, fairly
- ✓ Meaningful to the client
- ✓ Associated with the behavior: Be specific!
- ✓ Immediately

# Immediate? "Aren't Incentives Just For the Judge to Give in Court?"

- Waiting for court may likely mean missing an opportunity to motivate. Don't wait!
- Participants' situations change rapidly. Intervening behaviors occur. Impact can wane in a matter of hours to a couple of days, at most
- Team communicates throughout the week via email
- Empower team members to deliver low-mod incentives (tokens, fishbowl) <u>immediately.</u>
- > The judge will review at court hearing, creating a learning opportunity for all.



#### No Budget? No Problem!

- Incentives need not be extravagant! Most of what reward are small steps forward.
- Rewards can be tangible and intangible.
- We can give things participants like or take away things they don't like
- Just the *opportunity* to earn a reward is motivating (fishbowl, wheel, raffles)
- The reward must be EARNED.
- It must be **VALUED** by the person. If not, it will not motivate change.



### How Do We Know What Rewards Work? ASK THEM! Let them CHOOSE. MIX it up!

#### What are your favorite incentives? (Circle all that apply)

Fishbowl Spin the Wheel Praise, positive feedback

Gift Card Movie Passes CS Removal Curfew Reduction

Zoom Court Candy, treats Treasure Chest "A" Team/MVP

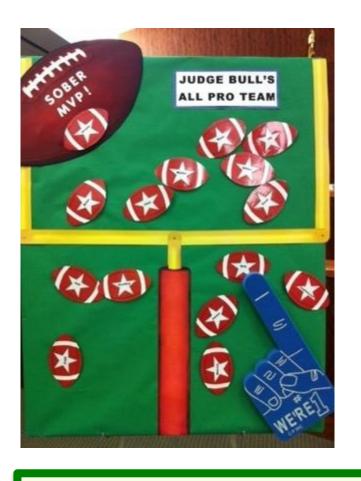
Certificates Snack Box Decision Dollars/Store

VIP Parking Treatment Bingo Fast Pass: Court / Lab

Other: (Specify)\_\_\_\_\_\_

What are some fun things you do that help you stay sober?

# N N





YOU'RE #1! GO FIRST AT COURT REVIEW



You've got it made in the shade!!
Subtract 8 HOURS of community service.









#### SOCIAL APPROVAL

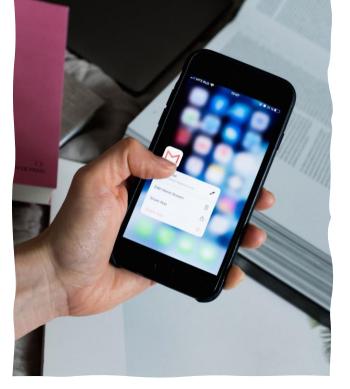
PRAISE
APPLAUSE
POSITIVE PEER BOARD
CERTIFICATES

# Judicial Praise & Approval

- Never underestimate the redemptive value of the relationship.
- Praise is free, easy to administer, unlimited in supply and powerful.
- Can be used immediately











### Other Forms of Team Approval

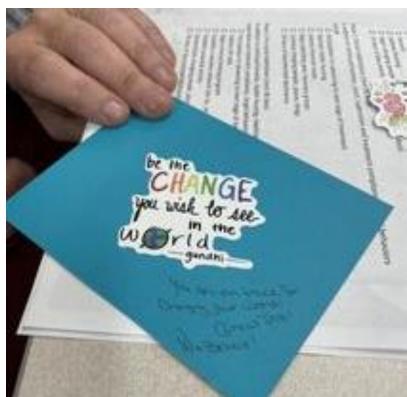
#### **Probation/Treatment:**

- Supervisor praise
- Follow-up emails, texts, FaceTime

#### Judge/Team:

- Short video messages
- Cards/ notes from the team
- Letter home to loved one\*
- Written commendation for the file



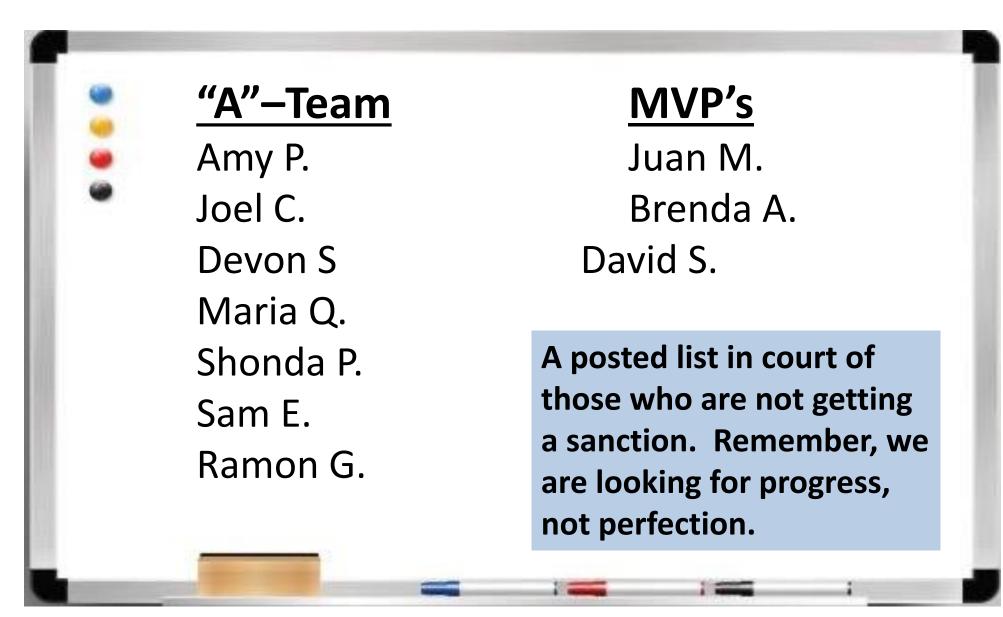




#### HANDMADE, PERSONALIZED CARDS:

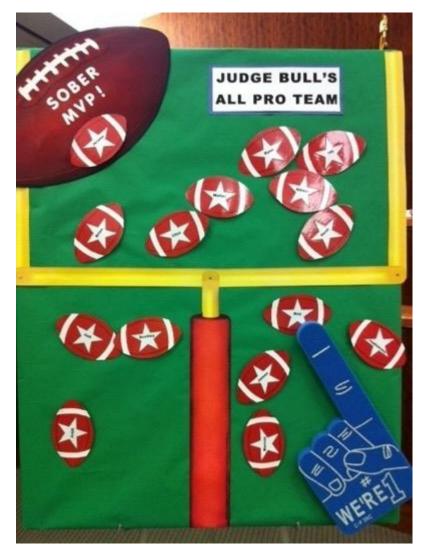
Isn't it great to get something in the mail that's not a bill? What if it's something your judge and team made by hand? You might just keep it forever.

#### Positive Peer Boards: aka "A" Team





Letting <u>participants</u> choose the theme & board name is fun and avoids triggering nomenclature.







## Other Fun Ways to Use PPB: Celebrate Phase Progression



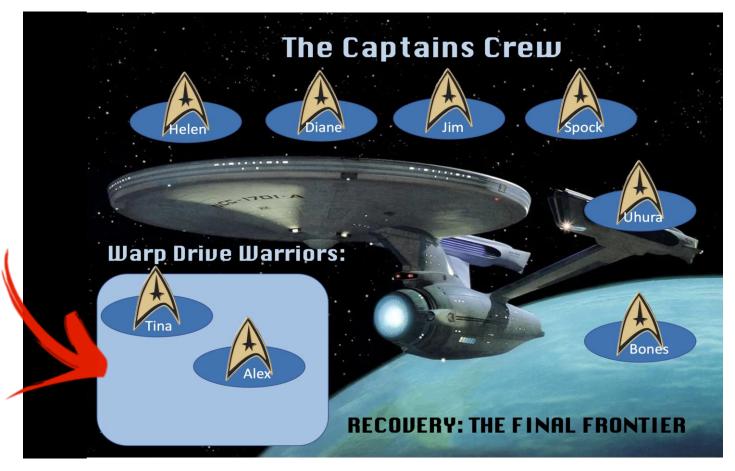


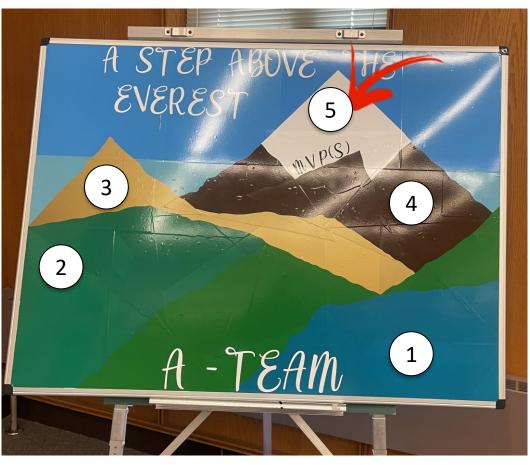
#### "It Ends With Me"





#### You Can Create a Board Out of <u>Any</u> Theme





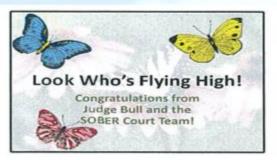
For an easy
DIY board, see
Incentives Camp
Supplies Wish
List for ideas.

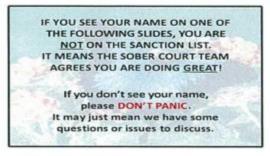


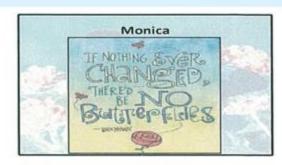
https://www.amazon.com/hz/wishlist/ls/1TL5NL6 QW3H4P/ref=nav\_wishlist\_lists\_2

#### "A" Team in the Virtual Hearing: Not Just for Pandemics & Hurricanes

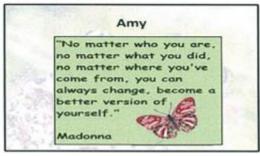
#### **POSITIVE PEER POWER POINT**

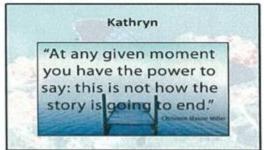


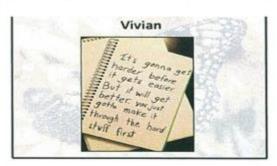


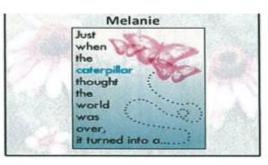


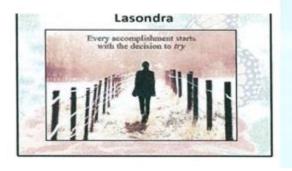












#### Making the Most of "A" Team

- Display/announce to entire group
- Ask participants why they are on the "A" Team
- Tell participant (and audience) specifically WHAT we liked, WHY we liked it, HOW continuing the behavior will help him/ her. Tie behavior to their goals.
- "A" Team goes FIRST in court



#### Important!

- Positive Peer Board holds participants up as a **positive example to others**.
- There is no "B" Team.
- Positive Peer Board is an INCENTIVE, never a sanction
- No shaming for not making the "A"
   Team, only celebration for those who do.
- ➤ Be sensitive to individual differences: Some participants do not want the public attention. Respect their wishes.



# Treatment Court Certificates

We Celebrate <u>All</u> Target Prosocial Behaviors

Free templates/ images at www.canva.com





#### 5 INCENTIVES IN 1: 1. Certificate = MVP! MVPs go first. 2. Specific approval from judge/team 3. Holds client up as a positive example 4. Invites peer approval (applause) 5. Tangible item to keep Bonus: Powerful learning opportunity for all! Use notebooks!

### Celebrate Abstinence and Prosocial Behavior





## Celebrate Treatment Progress

04 JULY,

2021

## SUNSHINE AWARD

Honoring

#### **TAYLOR MIZE**

Your positive attitude, completion of all homework assignments and participation in group is an inspiration to all. Your willingness to learn and share is a ray of sunshine in the Harris County Drug Court.

HON. DIANE BULL

PRESIDING JUDGE

**GUNTHER HOLST** 

CASE MANAGER



#### **CERTIFICATE**

**OF ACHIEVEMENT** 

PROUDLY PRESENTED TO:

#### **ALEXANDER A.**

For completing MAINTAINING ABSTINENCE,
Stage 3 of intensive Outpatient Treatment at
Getwell Treatment Institute, demonstrating
mastery of learning the warning signs leading
to relapse and specific coping skills for
success. Your continued commitment to
recovery in the Hayes Co. Veteran Treatment
Court is exemplary and commendable.

HON. SAM YORK,
JUDGE PRESIDING



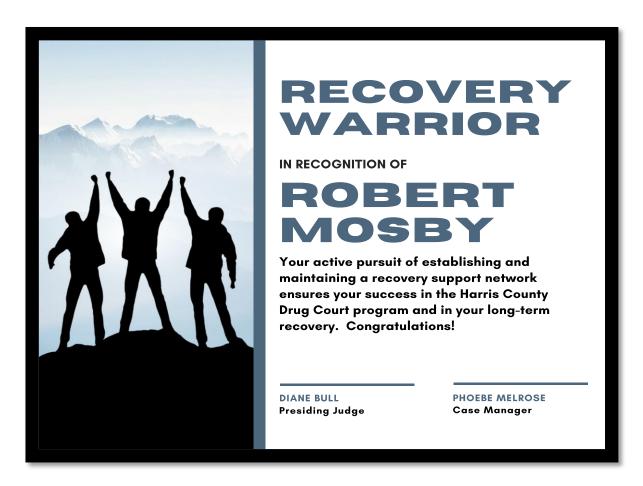
HOWARD ONG, CASE MANAGER

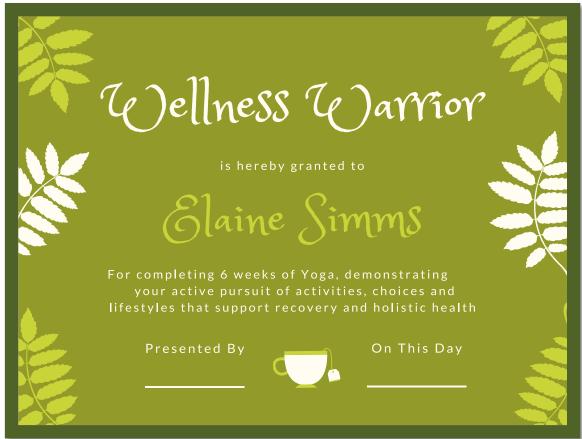
## Celebrate Phase Promotion and Extraordinary Efforts





## Establishing Recovery Support and Adopting Healthy Habits





# Making the Most of Certificates

- Include specific language on the certificate: WHAT, WHY, HOW.
   In court, read aloud to group.
- It's all in the delivery. This is a BIG deal!
- ➤ If virtual, <u>share image</u> so all can see, then:
- Email copy with team note.
- Better: Mail a copy in a large envelope.
   A two-fer! Or frame it and deliver it.
   Dollar Store frames rock!



#### **Practice Tips:**

- Certificates are not just for in court!
- All team members should keep generic certificate forms on hand to <u>immediately</u> reward notable behaviors that participants share with you or demonstrate.
- Tip: Try pairing with "supervisor praise" technique.

Certificate made on canva.com



## Two Ways to Reward Participants

Give them things that they like.



Take away things they don't like.



Participants are in short supply of time, money and freedom.

Use Incentives That Ease the Burden

#### "Easing the Burden"

- Clients value rewards that give back some of their time and freedom
  - Go first and leave early at court, jump the lab line
  - Report to court virtually
  - Small one-time, 1-hour adjustments in curfew.
- Give community service
   <u>as a program requirement</u>

   so you can take it away.

YOU'RE
DOING
GREAT!
YOU EARNED
A \$25 FEE
DISCOUNT!

Congrats! You have earned a Report by zoom Pass!

You get a
VIP parking
spot by the
courthouse
door!
Keep it up!

YOU'RE #1!
GO 1<sup>ST</sup> AT
COURT REVIEW!

You've got it made in the shade!!
Subtract 8 HOURS of community service.

## Making the Most of "Easing the Burden"

- As always, ASK participants what they like.
   Let them choose from comparable rewards.
  - Ex. A curfew extension is not valued by a "home body."
- Other than in phase-ups, do not take away court, treatment and supervision contacts as rewards. They are necessary!
  - Rewarding with occasional virtual reporting is a good compromise.
- Tip: These are great options to include in your no-cost fishbowl and wheel prizes.









**TOKENS** 

Decision Dollars, Chips Coupons, Points Raffle Tickets

## Tokens

- Have no value themselves. Their value is in what you can do with them— exchange them for rewards the <u>participant</u> chooses.
- A token economy system is a system in which tokens are earned for appropriate behaviors and exchanged later for reinforcers.
- An excellent way to motivate participants to achieve target behaviors (attendance, task completion, abstinence, honesty, etc.)

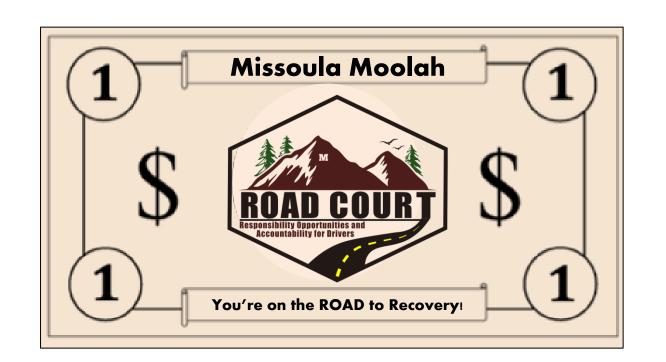


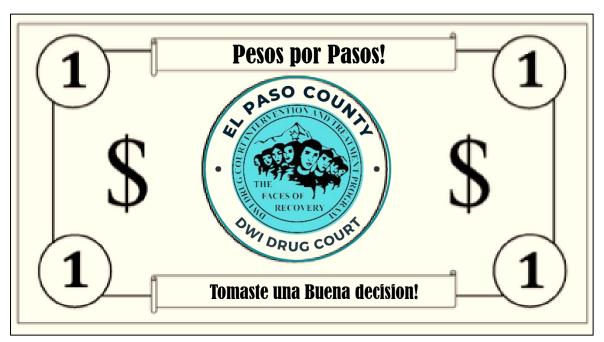
# How do we immediately reward target behaviors?

#### **Everyone** on team distributes:

- Treatment: participation, attendance, homework, testing, honesty
- Probation: OV, testing
- LE: curfew check, testing
- PD: choosing honesty
- Prosecutor: in court
- Judge: in court











### **Tips: Using Decision Dollars**

- Print in different colors
   one for each role on the team
- Judge can see at a glance where participant is excelling: "Show me your Decision Dollars. Wow, you have a lot of green ones. You must be doing great in treatment. Tell me about that."
- Initial the tokens, note the SPECIFIC behavior & why it was great.







Having a place to record the behavior is a big plus!

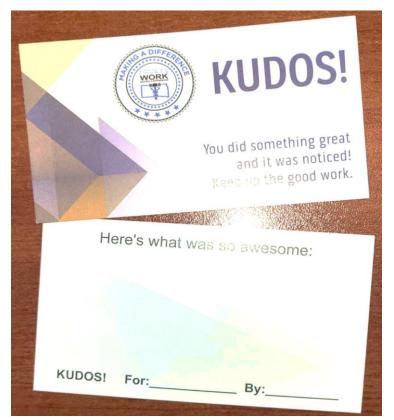




## **Kudos Cards: A Hybrid**

**Kudos Cards:** written specific praise/approval, awarded immediately, by any/all team members in real time.

Because they can be exchanged for incentives of the participants' choosing, they are more likely to be valued and thus more likely to motivate repetition



of desired behaviors.

#### **Additional features:**

- ✓ Can be used for drawings in court for prizes
- ✓ Can be returned to participants as keepsakes and tangible reminders of their good choices
- ✓ Provide an excellent platform to create a learning opportunity for all at the court hearing.

A Checklist makes it EASY! Plenty of room for notes on the back.

#### WHY this is GREAT:

Your consistent daily call ins and appearance at the lab for testing shows us all that you are taking Drug Court and your recovery seriously. Two weeks of consecutive negative tests shows you are applying the skills you are learning in treatment. Simply outstanding! We are all so proud of you!!

D. Smith, PQ

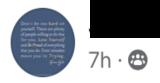


#### Treatment Court Professionals



# How Important are Kudos Cards to Our Clients?

#### Most Relevant ▼



Our court is an adult felony treatment court. Most of our participants have done well in incarceration, but not well in the community. Many have spend years in prison and on supervision.

Last year our court began giving out Kudos cards from Judge Bull's Incentives on a Dime presentation. They are a huge hit with our participants. Many have stated that the gift cards they receive are great, but the kudos cards mean the world to them. This week we added 20 more to Judge Bull's original cards. We write them out in our staffing and our Judge hands them out from the bench. I attached the word document so you can make changes for your court.

There is nothing in the world that compares to seeing grown men and women get giddy over receiving a piece of cardstock that tells them they did something right.

Choose Back-up Reinforcers & Establish Your Exchange Procedure

- Most fun: Reach out to community partners to create a treatment court "store" (housewares, cleaning products, school supplies, etc)
- May also be used in monthly gift basket raffles— the more tokens, the more chance to win.
- Let participants <u>choose</u>. They may prefer to use their tokens to reduce fees or CS.



## Other Uses for Tokens:

Trade them in for other rewards:

- VIP parking for a day/ week
- Fast pass in court
- Virtual report to court
- Sweet treat for the group
- Reductions in fees, CS

FAST PASS IN COURT Report to Court by



1 week
of VIP
Parking

\$25 FEE DISCOUNT!

Subtract 8 HOURS of community service!

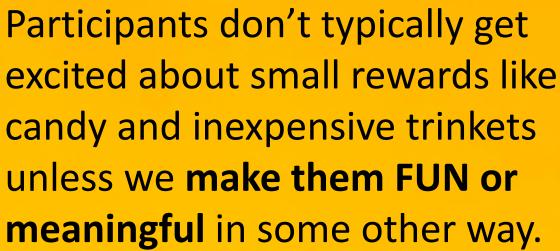


# Tangible Reinforcers (On the Cheap)

- "Treasure" Box
- > Snacks, candy
- > Small items of significance



# Yay!! Candy?



#### **Treasure Box**

- Freebies, white elephants, etc. donated by the team
- Primary value is social approval, entertainment
- Put the team DA or LE in charge of this one.
- Fun team/ participant interactions build alliance

STICK with the program! Your progress is NOTE-iced! POP-UP NOTES Your hard work is noticed and appreciated. Thanks for your commitment!

You're doing a TEA-rific job! Keep it up!

### "Snack Bar"

- How do you increase the value of low-value prizes?
- Make it interactive. Involve the team. Involve the participant. Make it FUN.
- If you are having fun, your participants will have fun





"We know it's CORN-y but you're a-MAIZE-ing"



"You're all that and a bag of chips!"



"We are SO-DA-lighted with your success—keep going!"



"It's o-FISH-al: we think you're FIN-tastic!"



"We DONUT take this lightly-congratulations on your sweet success. Keep it up!"



"You're KIND of a big deal! Keep up the great work!"

#### Chatham Co, GA Team's Golden Ticket Twist





The team gives out large candy bars as incentives with DIY wrappers

 Some of the wrappers have golden tickets tucked inside that can be exchanged for prizes such as

a free month of treatment!





#### **Sweet Treats: More Ideas**

- Team member's special baked treats (cookies, cupcakes, etc.)
- Fun brand name items:
  - "Kudos" candy bar
  - "Smarties" candy
  - "Extra" gum
  - Star themed candy"Starburst""Trolli All Star" gummies



And, for that team member with a Pinterest Account...

Dear Mr. Jones, PLEASE DON'T **BUT WE JUST WANTED TO** 







AMAZING!

YOU ARE OF A





## Making the Most of Cheap Tangibles

- Part of the fun is the prizes are cheesy & low value. Lean in. "An extra prize for the judge's lamest pun today!"
- Many of our folks don't have a lot of wholesome fun in their lives.
   Many never got to be kids.
- Our message: Court is a safe space where there will be accountability and sanctions will be fair and understood.
- But our primary focus is on what went <u>right</u>. FLIP THAT SCRIPT! 10:1



#### Small Items Can Be HUGE

- Small items, delivered correctly, can have a BIG impact
- Bracelets, coins, keychains, pins
- Can be collected, distributed for special achievements (phase ups).
- It's all in the delivery! Attach meaning and significance.



## ME Judge's Special Bracelet Reward

- Awarded for phase promotion
- A different bracelet for each phase:

BELIEVE

BELIEVE

- Ph. 1 Believe
- Ph. 2 Focus
- Ph. 3 Strength
- Ph. 4 Inspire
- Judge wears the bracelets on her wrist and personally gives the item as part of the promotion ceremony.

- Why it's great:
  - Highly personal, a special event
  - Conveys the magnitude of the achievement
  - Conveys praise from the judge
  - Holds the person up as a positive example
  - Invitesapplauseapprovalfrom peers

## Gift Cards, Certificates

- Amounts need not be large.
- Seek places that support recovery. (No alcohol)
- Ask clients what they like.
- Better: <u>Let clients choose</u>.
   Not everyone wants fast food, coffee, gas cards, etc.





## Fishbowl Formula: **50, 40, 10 + 1**

#### Based on research, for every 500 slips:

- √ 250 affirmations + social approval
- √ 209 low-level reinforcers: < 4 12 hr CS, movie passes, + 1-hr curfew, Go First in Court, \$1 \$10 gift card
  </p>
- √ 40 moderate/ high-level rewards: < 12 24 hr CS, Report Virtually, Jump the Lab Line, 
  \$25 \$50 fee reduction, \$15 \$20 gift card
  </p>
- √ 1 mega prize: 60 hr CS reduction, \$50 \$100 off fees , \$50 gift card



Petry, Nancy M., Jessica M. Peirce, Maxine L. Stitzer, Jack Blaine, John M. Roll, Allan Cohen, et al. 2005. Effect of prize-based incentives on outcomes in stimulant abusers in outpatient psychosocial treatment programs. *Archives of General Psychiatry* 62: 1148–1156.

## A Montana Team's Fishbowl



**Our Treatment Court's incentive** "fishbowl," from which they draw slips of paper that have either verbal praise, gift cards, and other encouragement is a paint bucket that all our participants contributed to by drawing all of the fish (and a couple lures-- fly fishing is big in Montana!). The participants get a kick out of seeing this in the courtroom and it's a fun quick onboarding activity for new referrals so everyone's art is represented. We're gonna need a bigger tank!

The Wheel: 50-40-10 (No mega Prize)



#### No-Cost Fishbowl/ Wheel Prizes



Two thumbs up! You're on a roll!
High five! Keep up the great work!
You've got it made in the shade! Subtract 30 hours of community service! Good job!
Your hard work earned you a break! Subtract 8 hours of community service!
Your hard work just paid off! <u>Draw again f</u> or another chance at a fun reward!
You deserve a hand! Your hard work is noticed and appreciated!
Your hard work just paid off —you get to jump the lab line!
Pick 1: 2 bus passes, 1-hour curfew extension or 4-hour community service voucher
High five! Keep up the great work!
Cha-ching! It's official: you rock! Take \$25 off your next supervision fee payment

- Reductions in:
  - Community service
  - Fees (lab, sup)
  - Curfew
- Fast pass: court, lab
- VIP parking
- Virtual reporting
- Donated passes
  - Movies, bowling, yoga
- Decision Dollars, Treasure Chest, Snack Bar, wheel
- Something crazy: DA joke, LE push-ups, baked goods
- Spin/ draw again

## Making the Most of Fishbowl/ Wheel

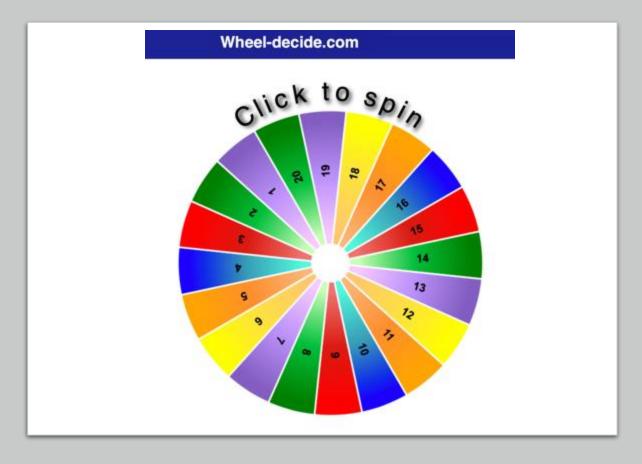
- Let <u>each person</u> draw/ spin for a chance at a prize.
- Make the affirmations fun:
  - Standing ovations,salutes, fist bumps, etc
- If virtual, draw/ spin on camera for all to see.



# Virtual Court Fishbowl Wheel Options

- Not just for a pandemic or hurricanes!
  - Maintain connection with residential clients
- Low tech: Client choose paper fish on a white board
- High tech: Fun online wheel spin: www.wheel-decide.com





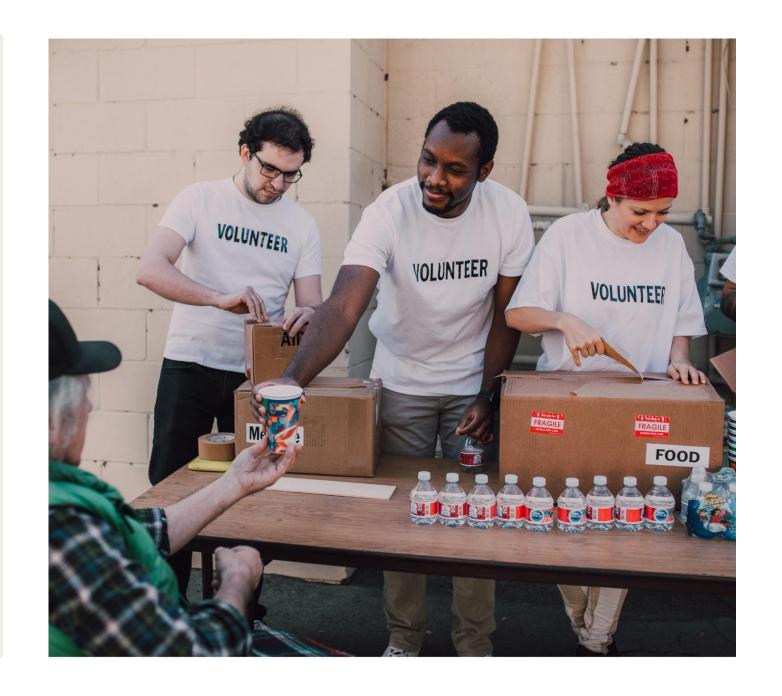
# Merrimack, NH takes "Chance to Win" to the Next Level!

- ✓ Wheel, Fishbowl
- ✓ Treasure Chest
- ✓ 20-sided dice
- ✓ Pick-a-Heart
- ✓ Play a Round of Chutes & Ladders
- √ & More!



# Provide Opportunities to Earn Rewards

- We are also building citizenship, providing opportunities for growth
- Build into (latter) phases
- Provide activities that:
- ✓ promote engagement
- ✓ model prosocial behavior
- ✓ encourage participants to use new treatment skills



# Nurturing Engagement With Incentives (1st 2 weeks)

## Treatment Progress Tic Tac Toe!

Earn a \$20 gift card!

Client's Name\_\_\_\_

Fourth Visit Date:	Second Visit  Date:	Third Visit Date:
Task: 3 Negative UAs	First Visit Date:	Task: Probation OfficeVisit
Task: Negative UA	Task: Negative UA	14 Day Anniversary!

# Encourage Clients to Use New Skills

## Recovery Court's Bingo Incentive Orientation, Phase 1 and Phase 2

В	I	N	G	0
Attend treatment on time (by phone or virtual)	Did a workout, walk or yoga two times in a week	Attend 3 online support groups a week	Engaged in meditation twice in one week	Attended treatment groups by phone or virtual All week
Added one person to healthy support network	Demonstrated asking for help two times	Made a gratitude list	Attended probation appointment by phone or virtual	Reached out to a medical provider when needed
Called into UA line daily for 1 week	Made a coping skills list	Free	Was honest when it was hard to be	Checked in with a Peer Support person 1 time
Attended probation appointments by phone or virtual 2 times in a row	Wrote in journal 3 times in one week	Attended 2 online support groups a week	Reached out to a healthy support when struggling	Clearly demonstrating use of skills learned in treatment
Remained in sober, supportive housing situation.	Deleted phone numbers/social media attached to a negative influence	Demonstrated taking accountability	Attended on-line support group 1 time	Submitted UA when required

Each square = 1 point
A Bingo (5 in a row) = 10 points
Please show documentation! Points will add up and be turned in for gift cards or other prizes!

15 points = \$10 gift card 30 points= \$25 gift card

# Incentivizing Productivity: A Florida Judge's (Optional) Challenges

Judge gives incentives for completing short-term, well-defined challenges.

- Fitness (5K run/walk with mentors)
- Wellness (CM-led yoga, meditation, nutrition class & snack prep)
- Vocational (resume service, community partner fork-lift training/ certification)
- Literacy (Alumni Recovery Book Club: read & discuss)
- Life skills (budget class, grooming/ dressing for an interview)

#### Why it's great:

- Realistic and achievable
- Models/builds prosocial behavior and healthy habits



### A Georgia Team's Fitbit Challenge

- The local defense bar donated their old "steps" trackers that were still in working order.
- Participants had weekly steps challenges with incentives for those who went that extra mile!
- A great way to encourage a healthy habit and a new way to have sober fun



# NH Holiday Raffle Incentive: "Try Something New!"





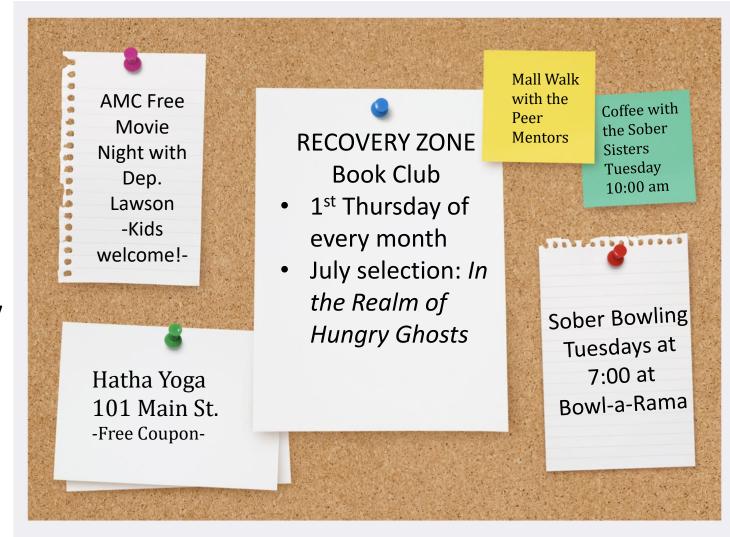
## **Contests Promote Engagement**

- Recovery-themed contests:
  - Essay Contest
  - Poster Contest
  - Photography Contest
  - Art/Mixed MediaContest
- ALL entrants receive incentives!
- Have contests coincide with graduation ceremony
- Winners receive larger prizes and talk about their entries



# Create a Community Bulletin Board or Weekly Flyer

- Research fun local activities that support recovery.
- Encourage choosing an activity from the board/ flyer.
- Report to the group if it is something they enjoyed and supported their recovery.
- Reward with praise and generous incentives



#### **How Important is This Stuff?**

Excerpt from a letter from a team member after adding ALL the incentives in this presentation:

"I cannot stress enough the positive impact these small changes have made in the 2 weeks we have used them. We have a participant whose attitude in treatment and towards staff has kept them from promoting for 6 weeks. Since this implementation, his attitude has had a complete 180, he was MVP last week and was promoted."

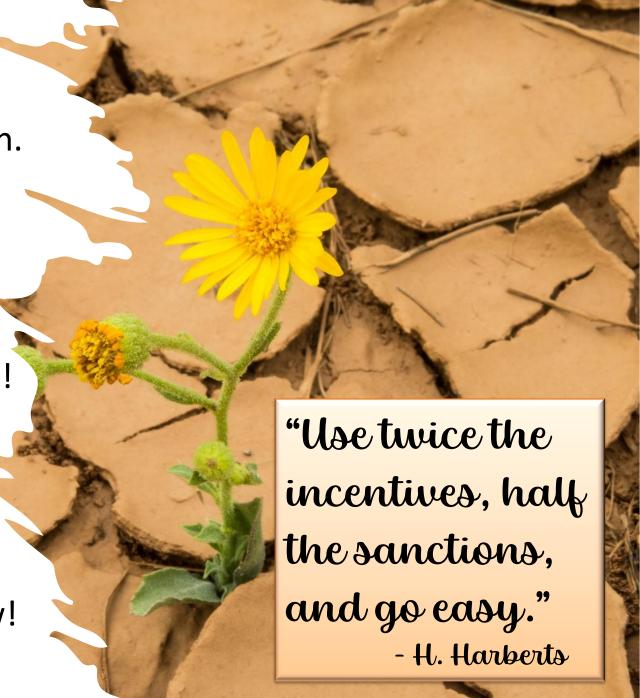
# How do we know if our incentives are working?

- Track data: incentives given as well as sanctions.
- Monitor for racial, ethnic, gender disparities
  - Are all groups performing similarly?
  - Who has been terminated?
  - What was their response history?
- Review data quarterly with the team.
   If your data is inconsistent, change your practices!
- ✓ Treatment, peer support, cultural advisors.



#### Focus on Incentives

- What we are doing is likely not enough.
- Discuss incentives <u>first</u> at staffing.
- Make a place for incentives on your staffing sheets.
- Tracking incentives increases use.
- Look for the little things— they are BIG!
- Mix it up to avoid habituation.
- Even if a sanction, reward the good with praise and incentives.
- Find something positive. Instill hope.
- Sandwich. Be specific: what, why, how!



### QUESTIONS?

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### LOW-COST/NO-COSTINCENTIVES



A GUIDE FOR MOTIVATING CHANGE ON A BUDGET

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