

2019-2024 Strategic Plan



Psychiatric Security Review Board

Due Process - Research - Recovery - Partnership



MISSION

The Psychiatric Security Review Board protects the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims' interest, and person-centered care.

VALUES

The PSRB's values are rooted in our legislative mandate to protect the public. We achieve maximum levels of public safety through:

DUE PROCESS

Observing individuals' legal rights and adhering to principles of procedural fairness.

RESEARCH

Decision making and organizational practices driven and influenced by the best available data.

RECOVERY

Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.¹

PARTNERSHIP

Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

¹ PSRB endorses the Substance Abuse and Mental Health Administration's (SAMHSA) definition of recovery.

5-YEAR VISION

In 2024, the Psychiatric Security Review Board (PSRB) maintains a positive reputation with the public, the legislature, and the legal community and serves as a model for local and national agencies working to enhance the recovery of justice-involved individuals with mental health challenges. We define public safety in terms, not only of reduced recidivism, but also in terms of the PSRB's ability to enhance the health, well-being, and re-connection of the individuals under our jurisdiction with their natural supports and communities. Healthier clients and confidence in PSRB monitoring help victims in their own recovery process.

The Board uses the “problem-solving” philosophy promoted by specialty courts—such as mental health and drug courts—and the most recent research to address recidivism and promote long-term recovery. Consistent with this philosophy, the PSRB develops a best practice guide to support our valued community and hospital treatment providers and conditional release monitors. The professionals working with individuals under the PSRB are adept at using forensically oriented, evidence-based assessment and treatment practices and are equipped with the tools necessary to identify and address

the underlying biopsychosocial issues and criminogenic factors that contributed to an individual's instant offense. They use an inclusive, multi-disciplinary, and team-oriented approach to decision making. Providers feel they can communicate candidly with the PSRB and consult with the Board's staff to address issues that might enrich a client's current or potential conditional release or prevent an unnecessary revocation.

Principles of trauma-informed care and procedural fairness are ingrained in PSRB culture and apply to our interactions with clients, victims, and the public, minimizing the stress associated with hearings and maintaining confidence that the justice system is trustworthy and fair for individuals under PSRB jurisdiction and the victims of their instant offenses. Individuals under the PSRB have a clear understanding of how to progress, and the Board's decision making process is perceived as fair and consistent. Due to the PSRB's open communication channels with the Department of Justice's victims' advocate, victims feel heard and safe. Victim-centered programs are established and made available to victims interested in alternative opportunities for healing and recovery.





A mental health peer-alumni group exists, enhancing long-term community support and providing several types of opportunities for individuals who have completed their PSRB jurisdiction (or are in advanced phases of their treatment) to inspire hope and share their successes, challenges and recommendations with individuals who are still under the PSRB. The PSRB maintains other opportunities to hear peer voices, such as during PSRB's rule-making process.

The PSRB has expanded its outreach to the legal and law enforcement communities around the state, routinely providing trainings regarding laws, programs, and best practices concerning people under the PSRB. Law enforcement better understands its role in supporting the PSRB when an individual under our jurisdiction is in crisis and needs to be returned to the Oregon State Hospital. The legal community understands the consequences of a GEI plea, allowing for effective representation of and communication with defendants, victims, and the state. The judicial community better understands the laws, procedures, and potential outcomes related to adjudicating an individual Guilty Except for Insanity, conditionally releasing individuals they find GEI directly into the community, and effectively uses the PSRB's clear and streamlined civil commitment process.

The PSRB, in collaboration with stakeholders, is actively engaged in the legislative process to educate lawmakers and propose legislation that advances our mission and repairs deficiencies in the forensic system.

Legislative changes may also serve to decriminalize and destigmatize individuals challenged by mental health and substance use issues.

The public is well-versed on the PSRB's conditional release program, diminishing the fear associated with PSRB clients' placement in their communities. An informed legislature and public have improved the funding and development of housing and treatment resources in the community setting, providing greater flexibility in conditional release decision making and eliminating costly and unnecessary commitments to the State Hospital. By the time individuals reach the end of their jurisdiction, they have reintegrated into the community, have attained permanent housing, and are well-connected to the treatment and other resources necessary to sustain their recovery, leading to a reduction in post-jurisdiction recidivism.

The public and our partners have increased awareness of PSRB's Gun Relief and Sex Offender Reclassification and Relief programs. Potential petitioners of these programs are not blocked unnecessarily from access due to financial limitations, logistical obstacles, or other unintended, oppressive practices.

A workplace using trauma-informed care principles promotes a culture of trust, inclusion and teamwork that optimizes both staff and Board effectiveness and addresses the impact of secondary trauma and burnout. PSRB staff work in a collaborative environment,

where opportunities for teamwork strengthen morale and distribute the workload fairly. PSRB staff are comfortable sharing their ideas and actively participate in problem-solving and agency improvements. Management, the public, and other staff acknowledge and value staff's contributions. PSRB staff endorse high rates of job satisfaction and ample opportunities to grow professionally.

The PSRB has clear policies and procedures that simplify work, improve workflow, and enable our valued staff members to provide excellent customer service to our stakeholders and clients and support to our Board members. The documentation the PSRB expects of our providers is manageable, reducing unnecessary paperwork and increasing the quality of information the Board receives to make informed decisions. Technological advances such as an integrated client database, case tracking, and other mature software streamline our docketing and hearings processes, secure document sharing with our stakeholders, and enhance workload efficiencies. Increased efficiency further promotes procedural fairness for both the individuals under our jurisdiction and victims.


New Board members receive a comprehensive onboarding module and all Board members receive ongoing training consistent with the principles outlined in this vision. The Board's administrative rules are updated, clarified, and ultimately, manualized into a practice guide that enhances decision making and ensures the Board's accountability to the public. The Board is regularly briefed on applicable laws to ensure consistency of decision making.

The PSRB continues to improve by proactively soliciting feedback from the current and former clients we serve, our direct partner organizations, affected stakeholders, and the public. PSRB leadership provides education to these groups on a routine basis through trainings, system/community meetings, our website, handbooks, or through other methods that enhance opportunities for informed and constructive feedback. The PSRB has also improved itself by establishing partnerships with academic and other institutions that can develop research questions, analyze our available data, and publish professional papers that evaluate and inform our approach to this valuable work.




FIVE-YEAR INITIATIVES AND GOALS

INITIATIVE 1: Use research and best practices to develop legislative and program changes that improve and standardize how clients enter and lapse or discharge from the PSRB system and how the PSRB system treats victims.

 **Goal 1.1:** Form a collaborative legislative workgroup to examine system challenges and make comprehensive, system-fixing recommendations.


Outcomes Endorsing Success²—PSRB has:

- Developed a scope document for the workgroup that addresses:
 - Pre-jurisdiction/Front Door: Issues related to inappropriate GEI adjudications
 - Discharge/Back Door: Issues related to clients who are still deemed to have a qualifying mental disorder and are a danger to others at their discharge date or clients who no longer meet jurisdictional criteria, but are nevertheless deemed dangerous by virtue of a non-qualifying mental disorder.
 - Post-jurisdiction: Examining data related to recidivism post-PSRB jurisdiction
- Developed and maintains a document that captures potential legislative and rules changes that may refer to other workgroups.

 **Goal 1.2:** Examine procedural fairness and implement trauma-informed practices for victims of those adjudicated GEI/REI.


Outcomes Endorsing Success—PSRB has:

- Established a victim-centered process toward healing consistent with our legislative mandate under ORS 161.398.
- Partnered with the Attorney General’s Victim Task Force to develop clearer policies and procedures related to victim impact statements, victim requests, no-contact orders, and fair treatment for both victims and clients.

 **Goal 1.3:** Streamline policies and procedures associated with the PSRB Civil Commitment.

Outcomes Endorsing Success²—PSRB has:


- Developed legislative concepts to fix challenges associated with PSRB Civil Commitments.
- Developed a protocol to approach PSRB Civil Commitment cases systematically and consistently.
- Hired new staff to lead the PSRB Civil Commitment program.
- Examined the OARs associated with the PSRB Civil Commitment program and recommended rule changes.
- Improved information-sharing process to assist with initiating PSRB Civil Commitment petitions.

 **Goal 1.4:** In February 2020, present to the Legislature revised Key Performance Measures that measure agency effectiveness accurately.

- PSRB has examined and adopted Key Performance Measures.


2 A more extensive list of legislative concepts and goals will be incorporated into this goal.

INITIATIVE 2: Influence identification and adoption of best practices for working with PSRB clients across the State.

 **Goal 2.1:** Examine Oregon’s Specialty Court Standards, other criminal justice/behavioral health models, and research to strengthen standards of practice for monitoring, supervising, and treating PSRB clients.


Outcomes Endorsing Success—PSRB has:

- Developed a key component guide for community-based PSRB programs.
- Revised and kept current its Conditional Release Handbook for case monitors.

 **Goal 2.2:** Ensure that all case monitors and treatment providers servicing GEI clients have a basic minimum competence in the areas of risk assessment and forensic mental health.

Outcomes Endorsing Success—PSRB has:

- Developed an onboarding training manual—to be completed within 6 months of hire—that includes training on the following key topics:
 - Key Components for a successful PSRB program (once developed in Goal 2.1)
 - Trauma-Informed Care
 - Criminogenic Factors
 - Risk Needs Responsibility Model
 - Correct Use and Interpretation of START and Other Risk Instruments
 - Feedback-Informed Treatment
- Developed webinars on advanced training topics.
- Completed annual site visits (director, deputy, key partners from Oregon Health Authority) to provide site training and support leading to shared understanding, application of best practices, and strengthened partnerships.
- Developed a training handbook, and also coordinates collaboration opportunities (e.g. with OSH prescribers) for community prescribers.
- Held annual or biannual PSRB forensic conferences for OSH and community providers.


 **Goal 2.3:** Enhance opportunities for feedback, collaboration, and understanding of program practices across the State.

Outcomes Endorsing Success—PSRB has:

- Regularly highlighted, featured, or acknowledged (via website or statewide meetings) positive program accomplishments or practices happening in PSRB programs and/or the state hospital.
- Established a voluntary “open hours” consultation group for providers to enhance shared learning, problem-solving, and support.
- Established a peer-alumni group or other resource for the Board to obtain feedback from the clients it oversees.
- Revised and expanded the Conditional Release Guide to include more information about community-based residences and programs.
- Collaborated with the Oregon State Hospital to put on a conditional release fair for clients to learn more about conditional release placements.
- Developed bench cards for judicial officers.
- Increased JPSRB admissions³ and petitions of relief.


3 PSRB will be examining the significant decreases in admissions for JPSRB over the past 5 years.

INITIATIVE 3: Equip Board members with the tools, training, and support to help them make consistent, reasoned decisions while promoting procedural fairness and due process in a trauma-informed environment.

 **Goal 3.1:** Formalize Board member on-boarding and create opportunities for ongoing professional development.

Outcomes Endorsing Success—PSRB has:

- Developed a comprehensive onboarding protocol for new Board members.
- Developed, deployed, and kept current a comprehensive practice manual that incorporates past legal advice.
- Developed, deployed, and kept current a policy handbook for hearings that incorporates both statutes and applicable case law.
- Provided periodic (at least annually) Board refreshers and new topic trainings including, but not limited to: new laws, judicial ethics, unconscious bias, and case law updates, as needed by the Board.
- Developed a peer mentor program connecting newer Board members with more experienced Board members.


 **Goal 3.2:** Integrate Trauma-Informed Care principles into hearing proceedings.

Outcomes Endorsing Success—PSRB has:

- Engaged Board members and staff in trauma-informed care training.
- Used a Trauma Informed Care screening tool to assess and establish a baseline from which to make improvements to PSRB hearings and other agency practices.
- Identified changes that will increase Board and staff trauma-informed care practices and develop a timeline for implementation.




INITIATIVE 4: Help stakeholders/partners (e.g. counties, law enforcement, district attorneys, local criminal courts, local hospitals) understand their rights and roles when working with PSRB clients.

 **Goal 4.1:** The executive director or designee will establish a systematic approach to reach out routinely to legal communities and law enforcement across the State to strengthen collaboration and provide updated information, education, or other training related to agency operations.

Outcomes Endorsing Success—PSRB has:

- Identified venues, conferences, or other settings to provide PSRB 101 trainings to legal professionals.
- Developed a contact list of statewide legal professionals to which to send important legal updates, fact sheets, or other information relevant to the PSRB and legal community partnership.
- Revised and kept current templates, fact sheets, and handbooks for use by those in the legal community.
- Developed inter-agency protocols to enhance effective communication with law enforcement and the legal communities.
- Established a protocol to enhance communication and better collaborate with the criminal courts to ensure that new clients are effectively transitioned to PSRB’s jurisdiction.


 **Goal 4.2:** Increase understanding of PSRB’s “revocation of conditional release” protocol among our community providers, law enforcement, county crisis teams, and local hospitals.

Outcomes Endorsing Success—PSRB has:

- Developed accessible, routinely reviewed and updated inter-agency protocols.
- Developed contingency plans for when a client’s immediate transportation to a specified placement cannot be executed.




Initiative 5: Provide PSRB staff with an inclusive, collaborative, and safe office environment, where they have the training, resources, and communication necessary to effectively perform their job duties; receive timely, constructive feedback and praise; and have opportunities for professional development and growth.

 **Goal 5.1:** Develop, deploy, and keep current internal policies and procedures.


Outcomes Endorsing Success—PSRB has:

- Compiled a table of contents of all current internal policies and procedures.
- Examined the need for additional internal policies and procedures and developed a plan for creating those deemed necessary.
- Developed a timeline for reviewing, updating, adding, and removing policies and procedures.
- Created and maintained a shared office binder that can be easily accessed and used (e.g. in staff meetings, workgroups) by all staff.

 **Goal 5.2:** Implement a PSRB succession plan.


Outcomes Endorsing Success—PSRB has:

- Developed a succession planning strategy that assesses and forecasts workforce needs by identifying critical positions and developing competencies to meet those needs.⁴

 **Goal 5.3:** Provide timely, constructive feedback about employee performance from supervisors, opportunities for professional development, and clear expectations about their job duties.

Outcomes Endorsing Success—PSRB has:

- Examined and revised the agency’s performance appraisal process to improve opportunities for goal setting, constructive feedback, praise, and training/skill building needs.
- Identified and used a (not yet identified) tool periodically to assess employee satisfaction and provide management with employee feedback.
- Employees provide feedback via a (not yet identified) tool indicating that they are satisfied and have the tools necessary to do their jobs well.


 **Goal 5.4:** Promote wellness, self-care, and safety in the PSRB ‘s office environment.

Outcomes Endorsing Success—PSRB has:

- Team building and self-care/wellness integrated into weekly staff meetings.
- A Trauma-Informed Care (or similar) tool it uses to assess the workplace environment and determine what changes could improve workplace comfort and safety.
- An employee wellness committee that is actively represented at team meetings.

⁴ The PSRB will develop a succession plan consistent with the State of Oregon’s Secretary of State’s Audit Division’s 2017 Report and Department of Administrative Services recommendations.

Initiative 6: Expand, streamline, and make the PSRB’s programs, research, and business needs more efficient by adopting secure, mature technology that is consistent with the State Chief Information Office’s vision and adheres to requisite compliance standards.

 **Goal 6.1:** Develop and implement an agency-specific Information Technology Plan.


Outcomes Endorsing Success—PSRB has:

- Completed a technological needs assessment.
- Developed a timeline and budget proposal for purchasing and implementing new technology.
- Implemented the use of secure email in its regular business practices.
- Developed, deployed, and kept current a process for ensuring compliance with security/confidentiality mandates and best practices.

 **Goal 6.2:** Streamline the PSRB hearings process by identifying and implementing hearings management software.


Outcomes Endorsing Success—PSRB has:

- Automated our docketing process.
- Streamlined our witness identification and coordination efforts.
- Set up a process that allows us to complete the majority of orders within 48 hours of Board decisions.

 **Goal 6.3:** Invest in software that increases efficiencies, uses secure and electronic storage and communications, and reduces waste.


Outcomes Endorsing Success—PSRB has:

- Implemented ORMS (Oregon Records Management Solution) technology.
- Implemented remote access to the shared network, reducing reliance on email, use of flash drives, and printing otherwise-available files; increased efficiency by working on/saving documents to one place.
- Centralized electronic storage systems to eliminate superfluous programs (e.g. Document Mall) and reduced costs.
- Reduced on-site space required for storing paper files.
- Provided electronic interfaces with partners to simplify and speed up document sharing.

 **Goal 6.4:** Modernize our database to allow for more complex system communications, case tracking capabilities, and streamlining/more effective preparation for hearings.

Outcomes Endorsing Success —PSRB has:

- Completed a cost-benefit analysis of our current Access database and other comparable systems.
- Expanded data that can be used to recommend legislative and programmatic changes.
- Decreased emails from providers through a centralized, electronic method of submitting monthly reports, incident reports, and other documentation.

 **Goal 6.5:** Establish partnerships with academic or other institutions to expand opportunities for data analysis and system improvements.

Outcomes Endorsing Success—PSRB has:

- Established a shared vision, mutual goals and objectives with an academic institution.
- Developed a research plan that outlines our research interests, action plan, and timelines for action.
- Integrated research interests and research findings into PSRB presentations.
- Submitted posters, papers, or panel presentations to professional conferences.



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