

Culture Change in Corrections: Two Strategies to deal with Culture

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<http://gemini.gmu.edu/ebct>



What type of helping hand is needed to help YOUR organization adopt EBPs?



Ways to Move Forward

- Training
- External Consultants
- New leaders
- New staff
- Will
- Desire
- \$\$\$\$\$\$\$\$

Ways to Move Forward

- Training: **One time depends.....**
- External Consultants: **Limited time**
- New leaders: **Come and go**
- New staff: **Hard to do**
- Will: **Have** to create it?
- Desire: **How** to create it?
- \$\$\$\$\$\$\$\$: **Hard to get**



Uptake of EBPS in CJS



The long and winding road of training

Training for organizational change

- **One session is ineffective-less than 10 percent uptake on knowledge, even less utilization**
- Knowledge will not lead to **UTILIZATION**
- Need a mental model of the “vision”
- Training should include
 - ◆ **DECLARATIVE KNOWLEDGE** (“what”, facts, meaning of terms)
 - ◆ **PROCEDURAL KNOWLEDGE** (“how”)
 - ◆ **STRATEGIC KNOWLEDGE** (when to apply the technique)

Agunisis & Kraiger, 2009

Transfer...the problem

- ✿ **Individual Level Characteristics:** motivation to transfer, perceived utility, anxiety, self-efficacy, organizational commitment
- ✿ **Training and Transfer Methods:** clear goals and objectives in the materials that are job specific, establish proximal goals for utilization of training materials, designs focused on feedback, reinforcement and remediation, *overlearning (i.e., repeated practice)*
- ✿ **Environment:** supportative climate, social network support (peers and colleagues), opportunities to use new knowledge/skills
- Failure to get management support undermines adoption and implementation

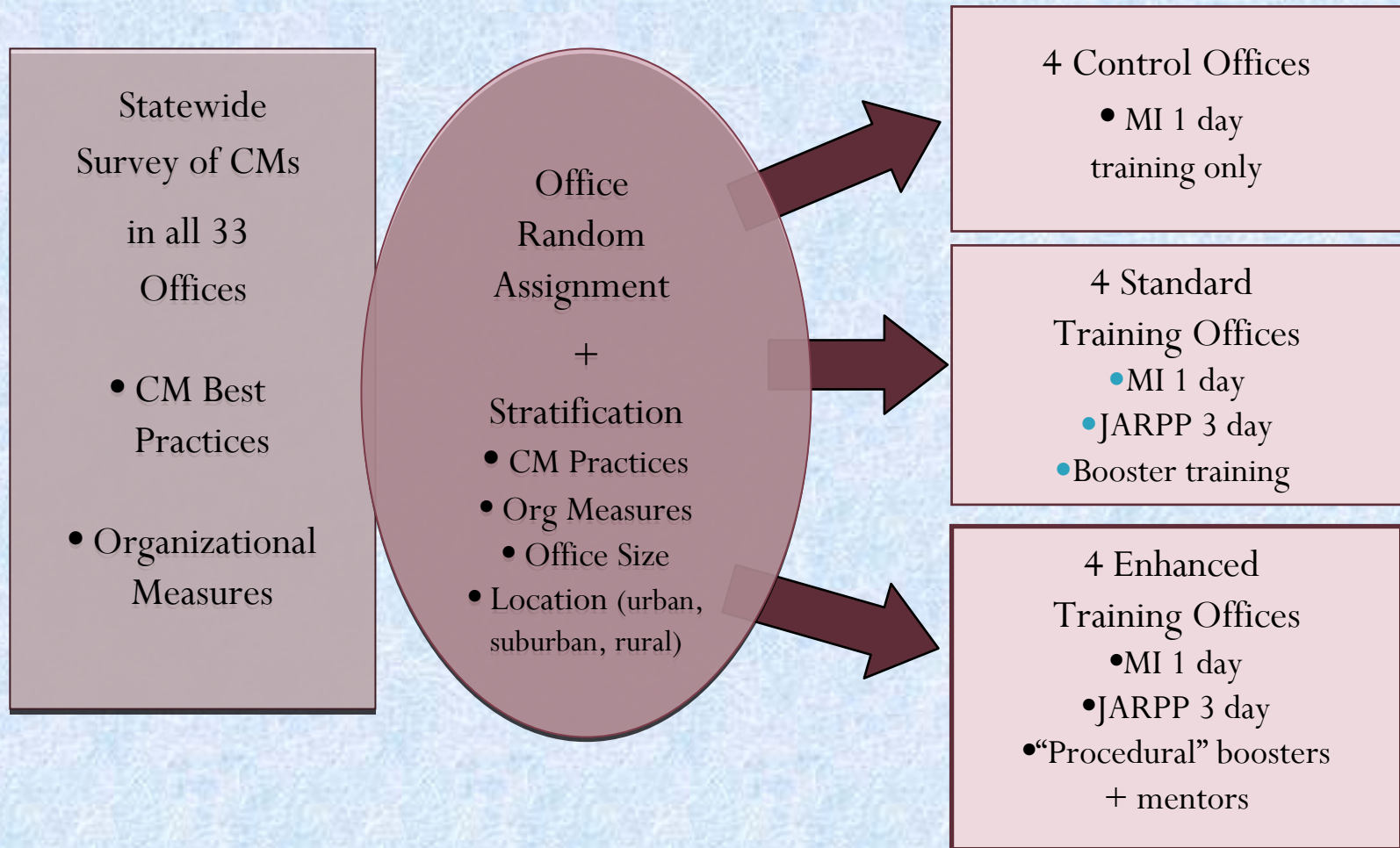
Overall agencies will keep with old familiar models unless they are challenged to move ahead

What does it take for caseworkers to:

1) develop a *case plan* based on the risk of an individual and their criminogenic needs?

2) to refer/place the person in appropriate services and use appropriate controls?

Study Design



Organizational Surveys: Attitudes and Values

ORGANIZATIONAL SCALES

Individual Level

- Staff cynicism for change
- Organizational climate
 - *focus on performance*
 - *support for staff development*
 - *support for innovation*
 - *communication*
- Supervisory leadership

Office Level

- Integration with courts
- Integration w/ MH agency
- Integration w/ CB providers

CM PRACTICES SCALES

Screening & Assessment

- Standardized instruments
- Multiple needs, factors

Treatment Planning

- Match with needs
- Involve youth & family
- Comprehensive plan

Placement & Monitoring

- Ensures placement
- Monitors participation

Youth-Based Measures

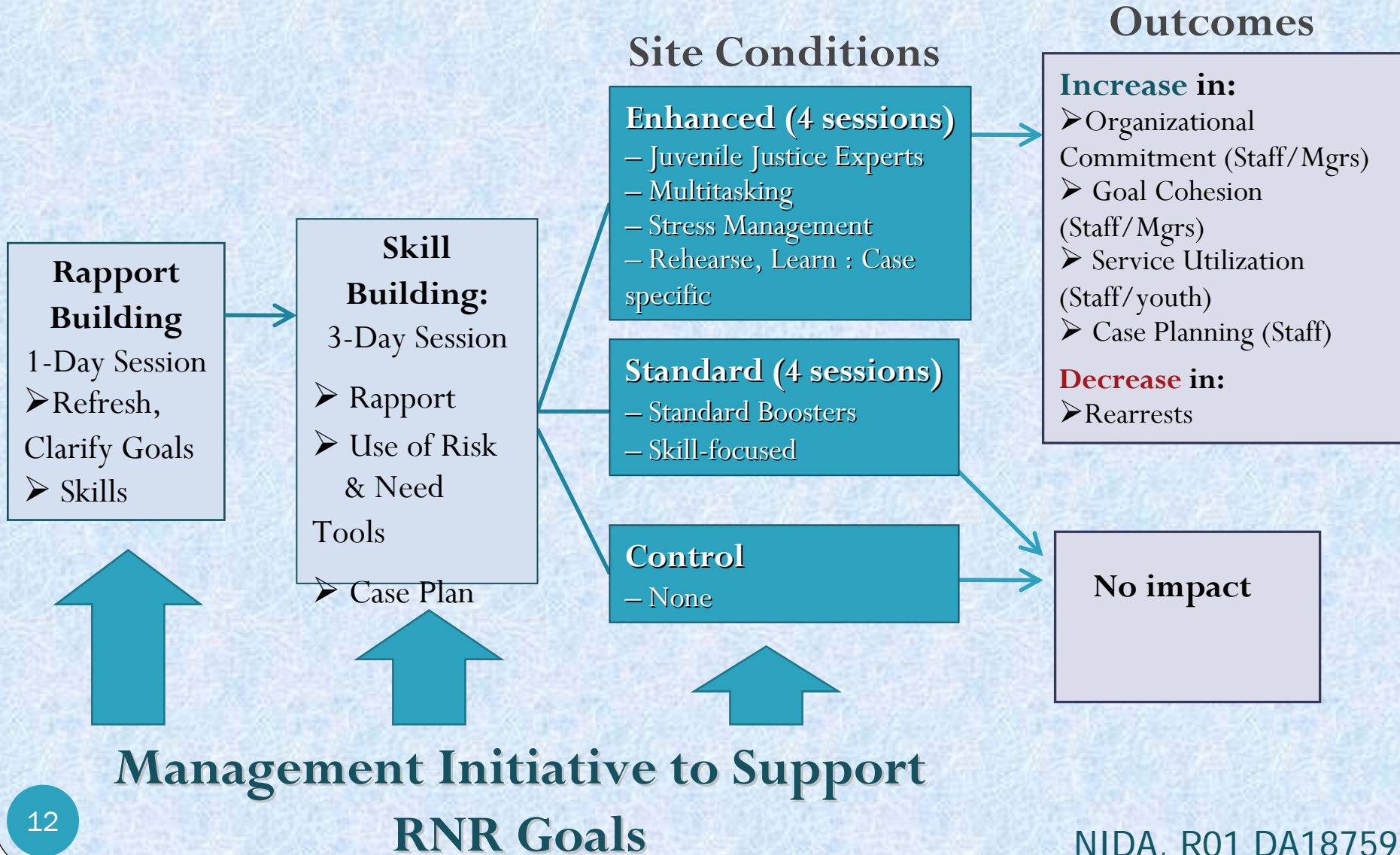
CASE MANAGEMENT & SERVICE UTILIZATION

- Assessments
- Contacts
- Service-oriented placements
- Secure detentions & placements

RECIDIVISM

- Re-referrals
- Type and time to re-referrals
- Adjudications & adjudication charges

Juvenile Assessment, Referral, Placement, and Treatment Planning: The JARPP Project



Preliminary Findings: Youth Outcomes

Measure	Baseline		1 st Cohort		2 nd Cohort	
	6 mo	1 yr	6 mo	1 yr	6 mo	1 yr
Any Referral	- E *					- E *
Felony Referral		+ S *		- E *		- E *
Adjudicated Delinquent				- E *		
Detained						- E
Service-Type Placement			+ S **	+ S **		
Surveillance-Type Placement		- S *		- E		- E *
Residential Placement						- E *

Note: letter shown where $p < .1$; * = $p < .05$; ** = $p < .01$
 S = standard training group; E = enhanced training group
 + = group is higher compared to control; - = group is lower compared to control

Enhanced key components

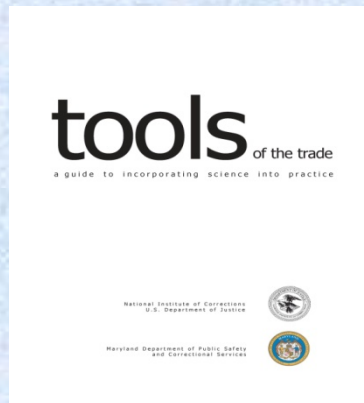
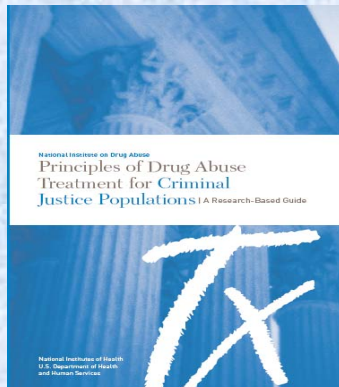
- Juvenile Justice Specialists: Create in-house experts on techniques and application
- Booster Sessions were focused on combination of applied skills and case conferencing
- Social networks where consultant had monthly phone sessions, easy access; quarterly meetings
- Address time management, multitasking, reconcile agency priorities
- Focus on value clarification and organizational commitment

Uptake of EBPS in CJS



The long and winding road of partnerships

Working with CJ in Partnerships



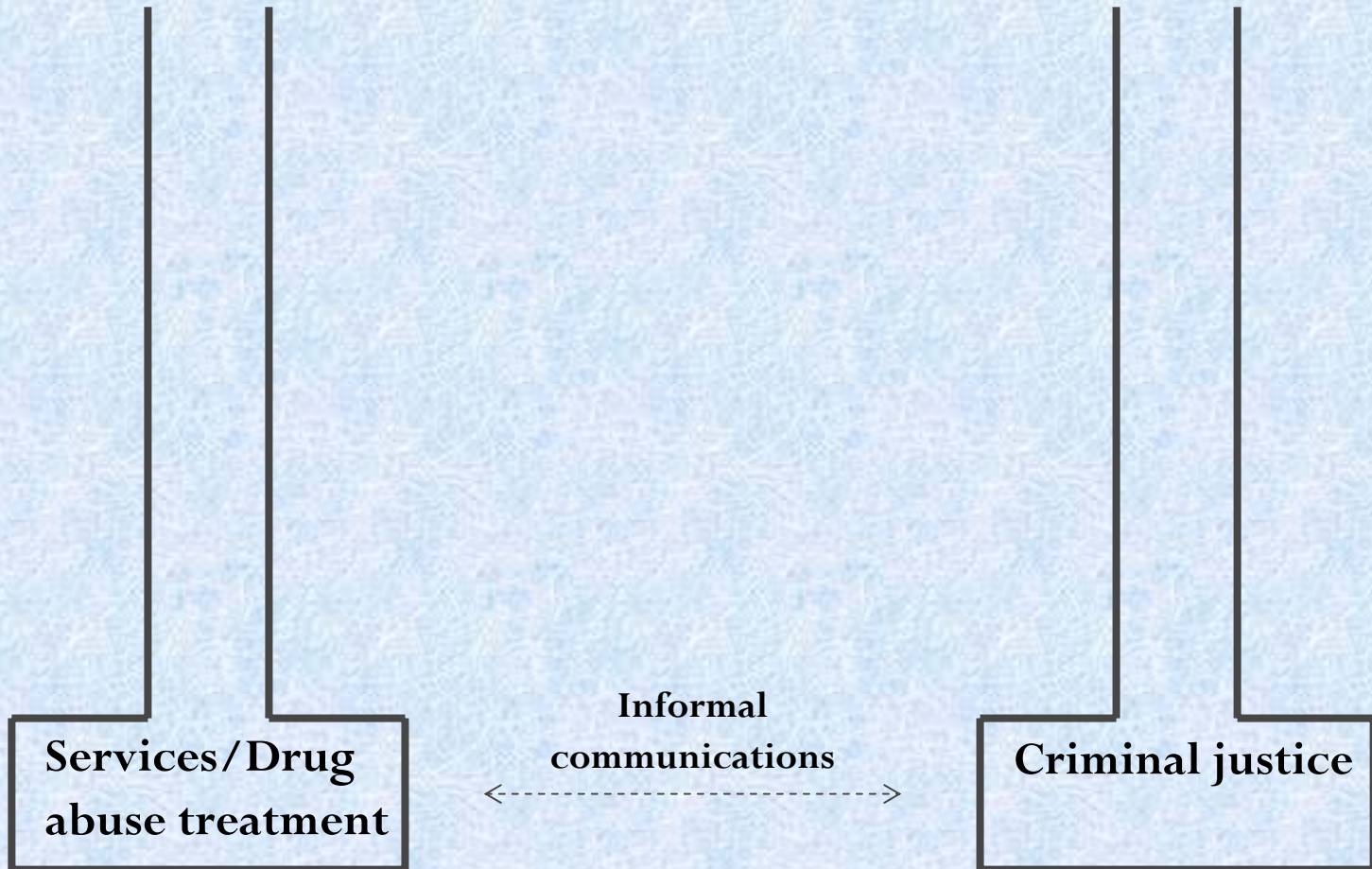
TIP 44.
Substance Abuse Treatment for Adults in the Criminal Justice System

No Integration

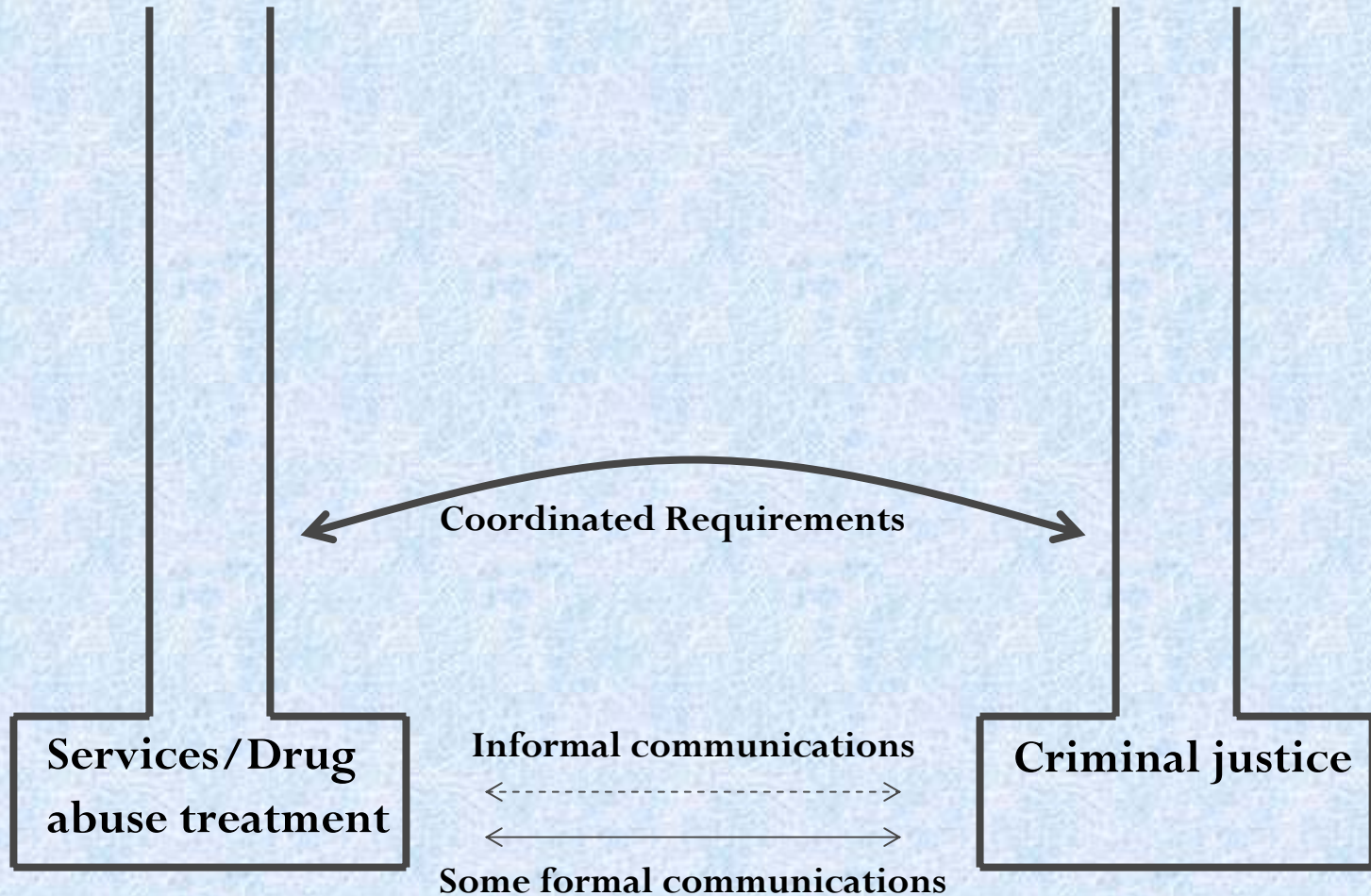
**Services/Drug
abuse treatment**

Criminal justice

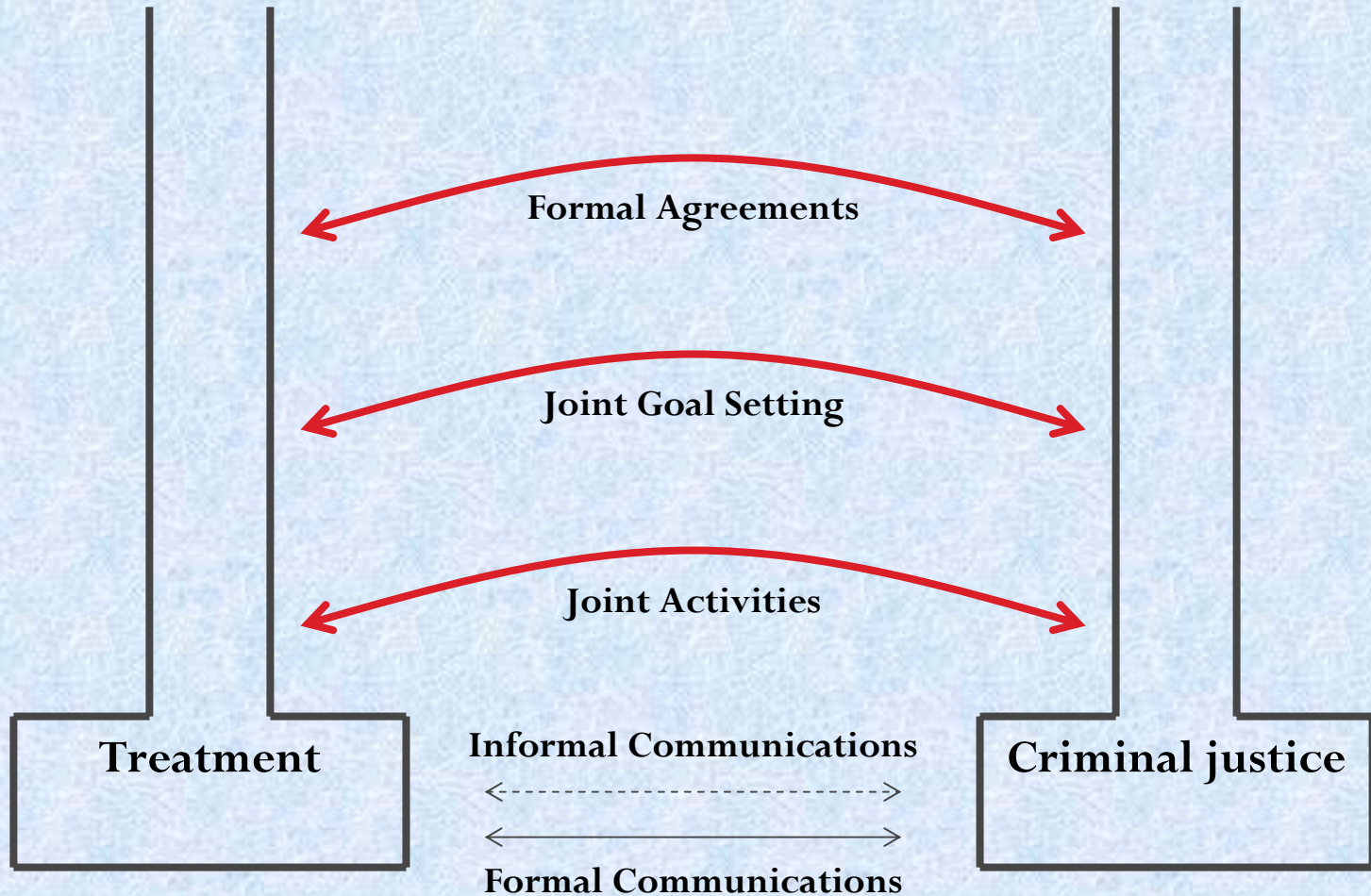
Networked → Coordinated → Cooperative → Consolidated → Integrated



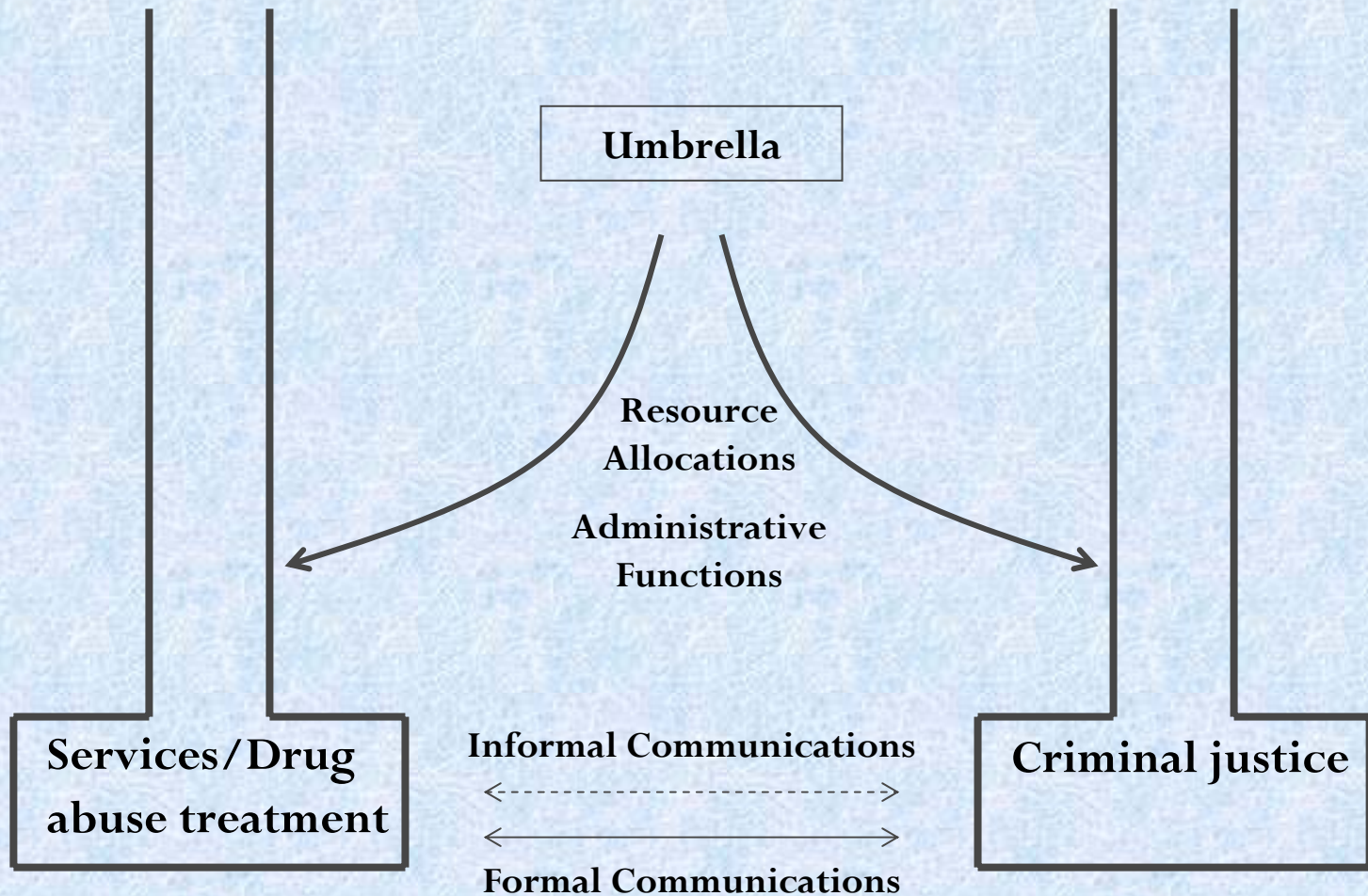
Networked → **Coordinated** → Cooperative → Consolidated → Integrated



Networked → Coordinated → **Cooperative** → Consolidated → Integrated



Networked → Coordinated → Cooperative → **Consolidated** → Integrated



Networked → Coordinated → Cooperative → Consolidated → **Integrated**

**Services/Drug
abuse treatment** + **Criminal justice**

12 Ways to Create an Integrated Service Delivery System

- **Share Information on Overall Needs (Networking)**
- **Develop Common Eligibility Criteria across Services**
- **Develop Written Program delivered by multiple agencies**
- **Joint Staffing in the Program**
- **Joint Policy Manual used by agencies**
- **Pooled Funding**
- **Modified Existing Processes and programs**
- **Treatment Provider Develops Treatment Plan**
- **Share Budget with another agency**
- **Share Oversight on a program**
- **Cross Training of Staff**
- **Written MOU**

Number of Integration Items

# of Integration	N	%
0	97	33.6
1	10	3.5
2	16	3.5
3	16	5.5
4	28	9.7
5	18	6.2
6	18	6.2
7	26	9.0
8	25	8.7
9	13	4.5
10-11	21	7.6

Probation/Parole=4.3; Prison Warden 2.3; Jail Administrator 3.2 (F=251.96, p=.001)

Most Frequent Items: Share Information; Share Operations; Least Frequent Items: Joint Policy Manual; Share Budgets

Common Integration

Most Typical Activities:

- Share Information
- Develop Client Eligibility Across Agencies
- Written Agreements
- Joint Staffing of Program
- Treatment Provider Develops Tx Plan
- Share Operational Oversight

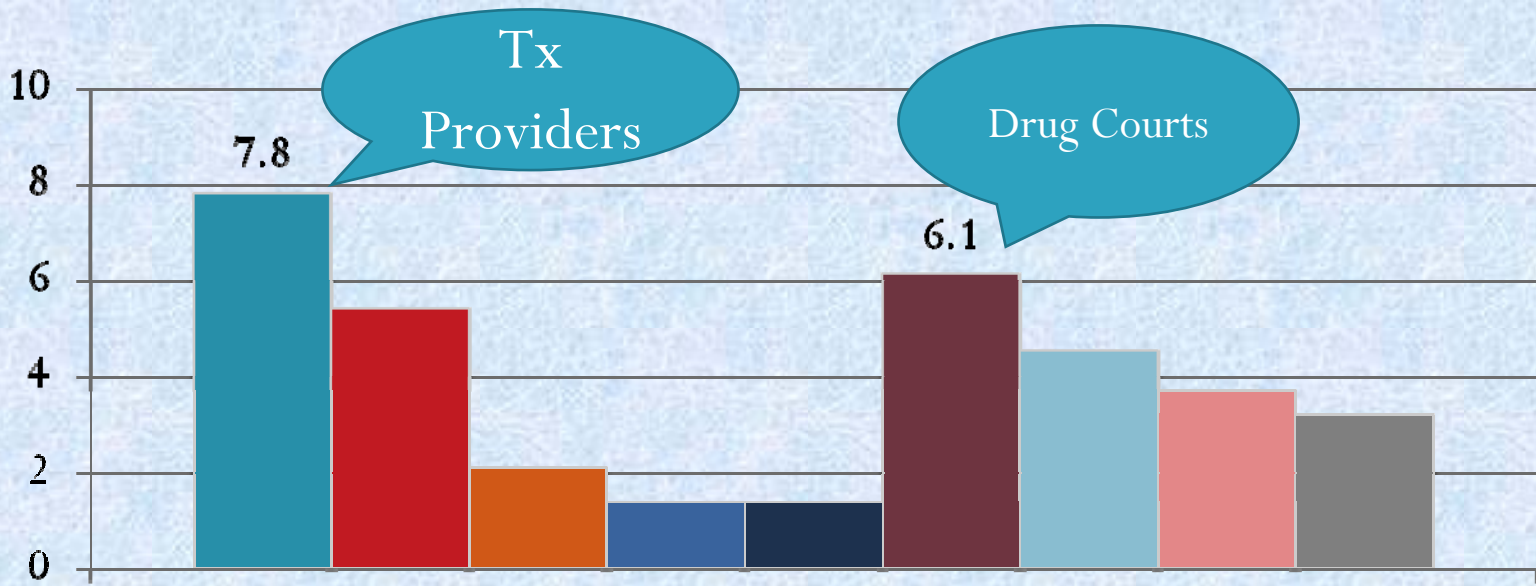
Major Activities NOT Used:

- Developed Joint Policies and Procedures Manuals
- Pooled Funding for Some Services
- Modified Program/Service Protocols to Meet Needs of Other Agency
- Share Oversight of Some Programs/Services
- Written Protocols for Sharing Information Client Information

Integration is accomplished when....

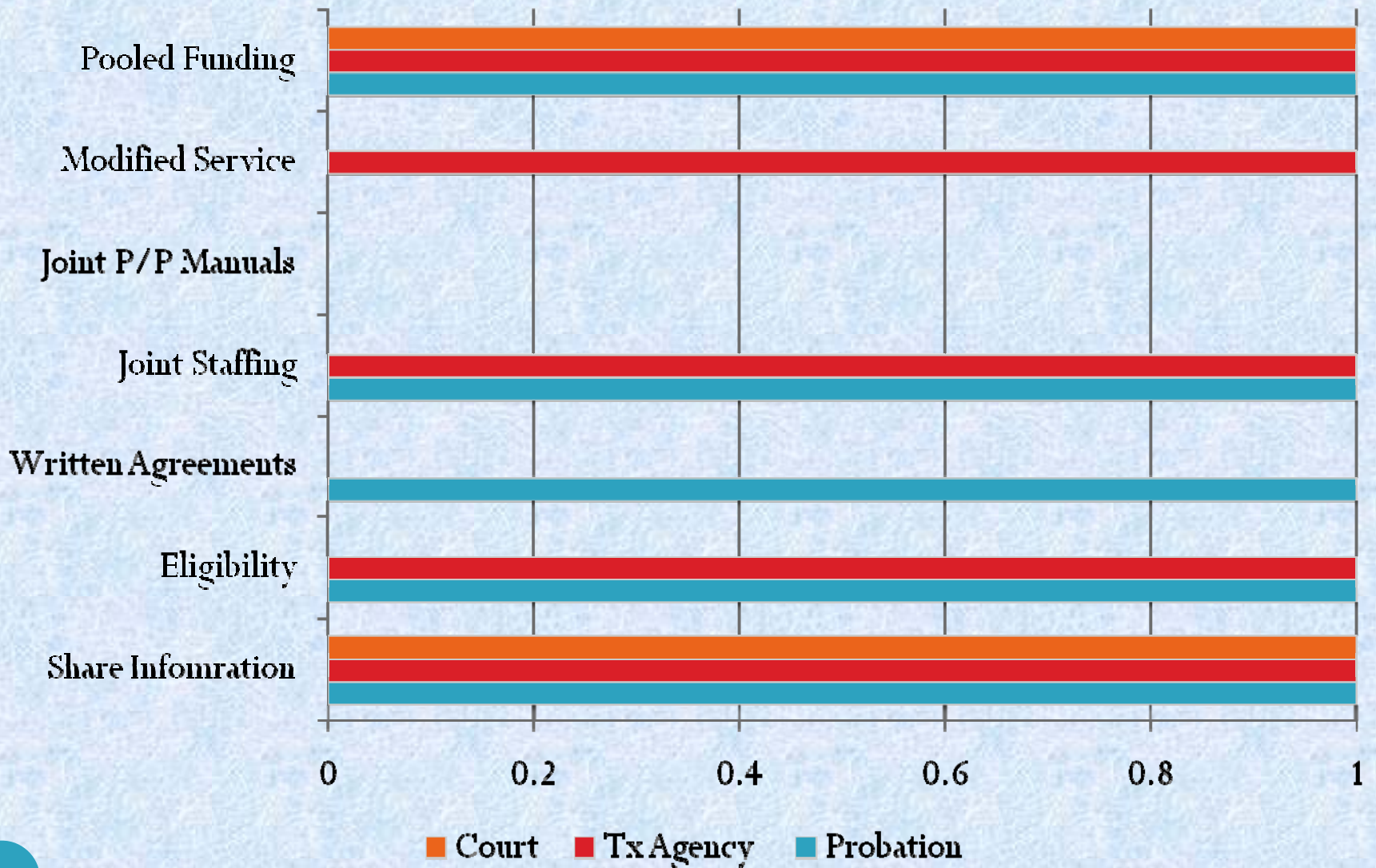
- Most partners agree regarding the overlapping “parts”
- Most partners perceive the same situation
- Consensus among goals
- Predicts adoption of EBP and quality measures

Perception of # Integration Items with Probation (one state)

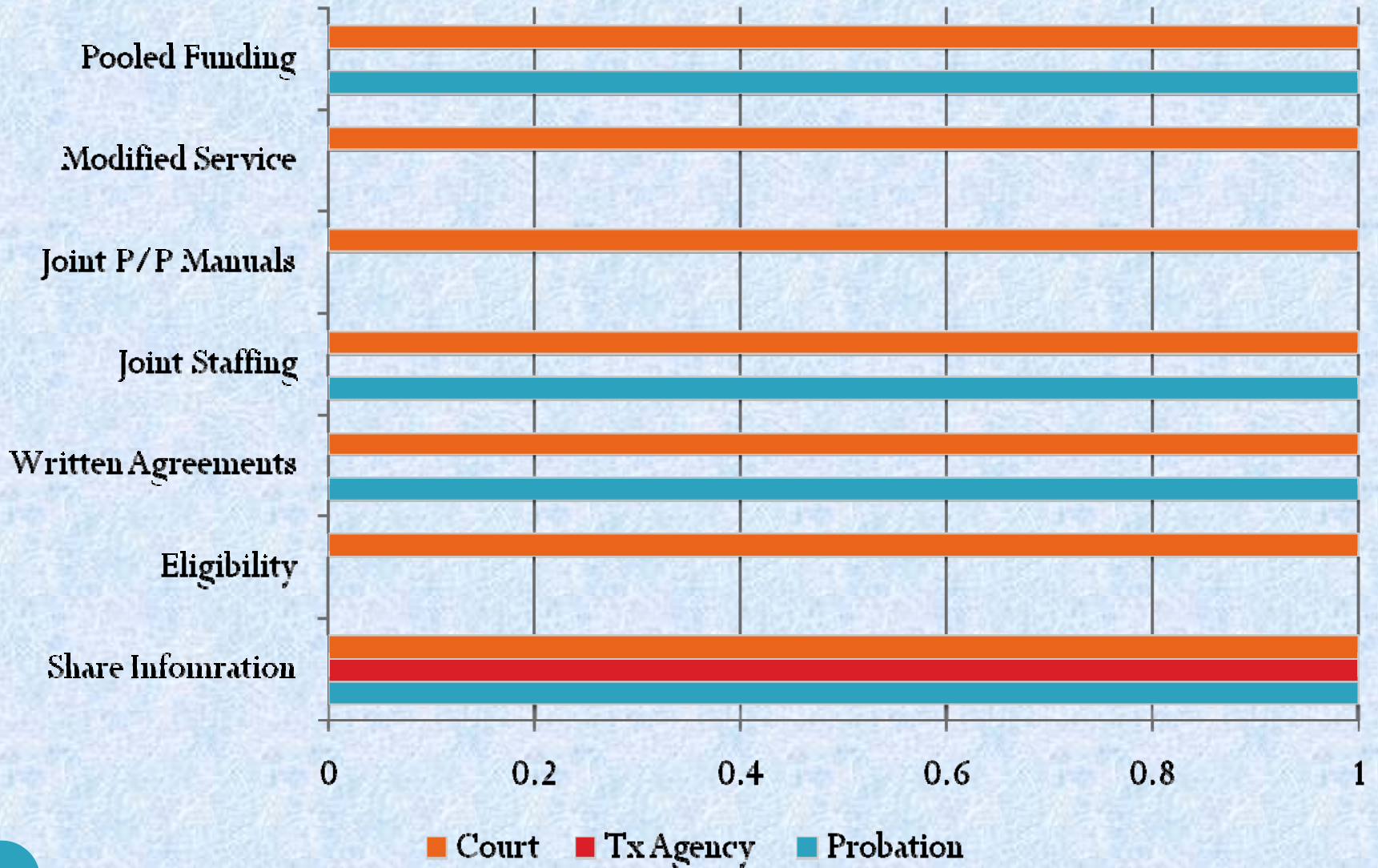


- Treatment
- Courts
- Prosecutor
- Defenders
- Law Enforcement
- National Drug Courts
- National P/P
- National Jails
- National Prisons

Different Perceptions (Site 1): Alignment?



Different Perceptions (Site 2): Can not move ahead

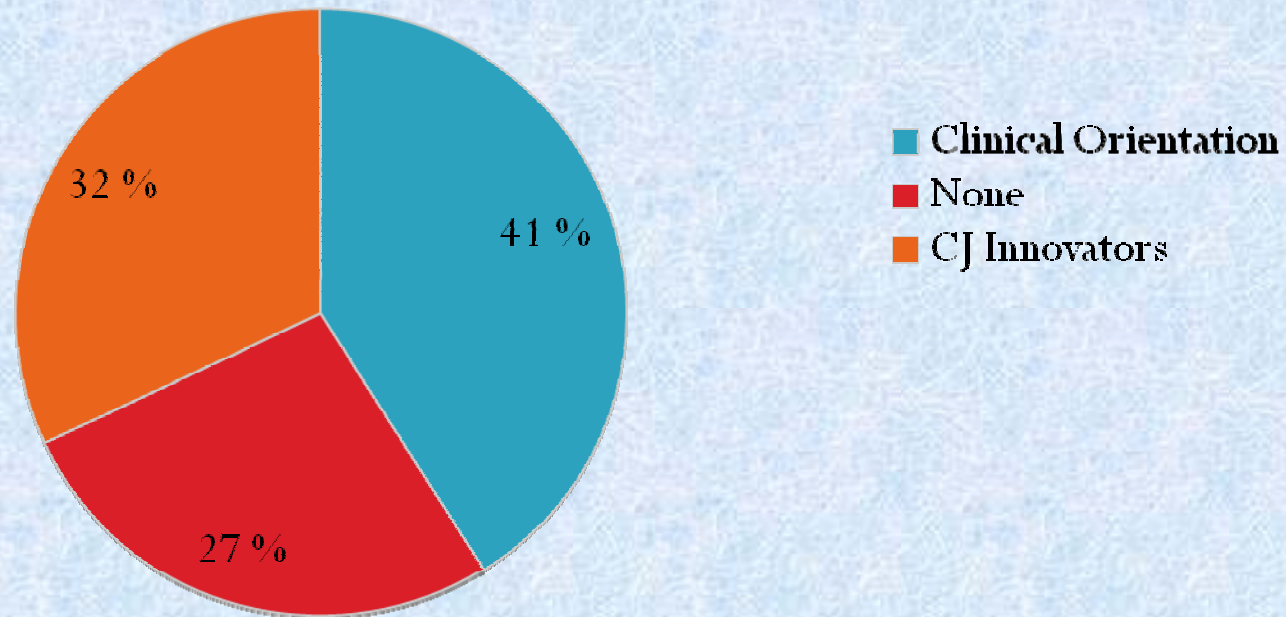


Uptake of EBPS in CJS



The long and winding road of vision

What style of reform do CJ Agencies pursue and what predicts implementation of EBPs?

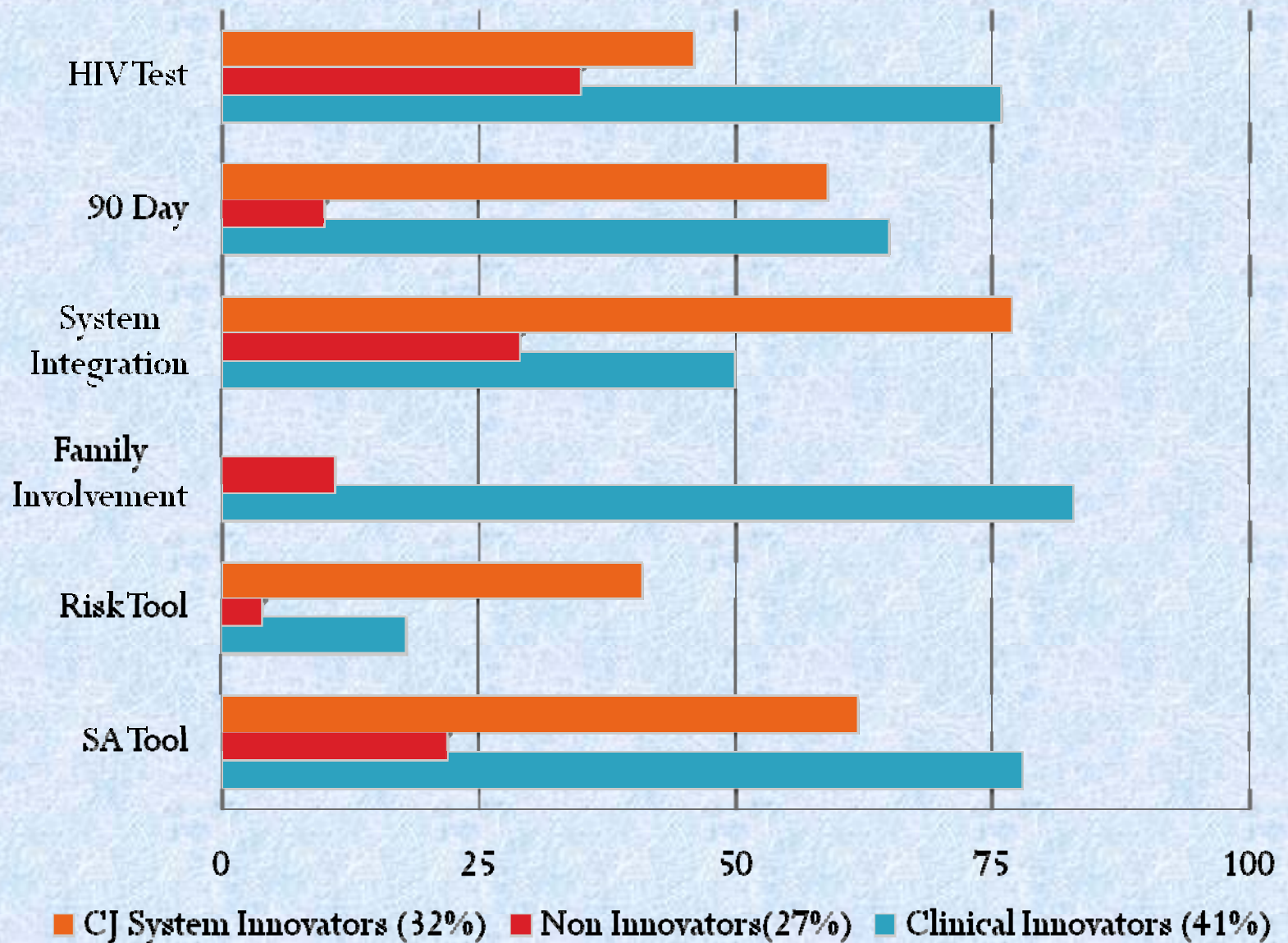


Clinical orientation: Focus on treatment such as therapies and working alliance

CJ Innovators: Focus on punishment (sanctions), drug testing, treatment

None: No clear direction, responsive to setting

EBP by Type of CJ Innovators



Organizational Change Processes



Transforming the Field

- **Political and Management Support of the New Concept:** Make sure leadership supports in spirit the new concept
- **Mental Models based on Conceptual Framework:** Build a picture of how EBPs will improve operations; work on the same foundation of a vision for the field
- **Reinforce Clinical Orientation:** a focus on more clinical aspects improves uptake (Henderson, Oser & Taxman, 2009)
- **Enhance staff “soft skills” in job: use reinforcement tools**
- **Focus on strategic transfer where structured after training experiences reinforce the mental models**
- **Build internal coaches and expertise**

Reference

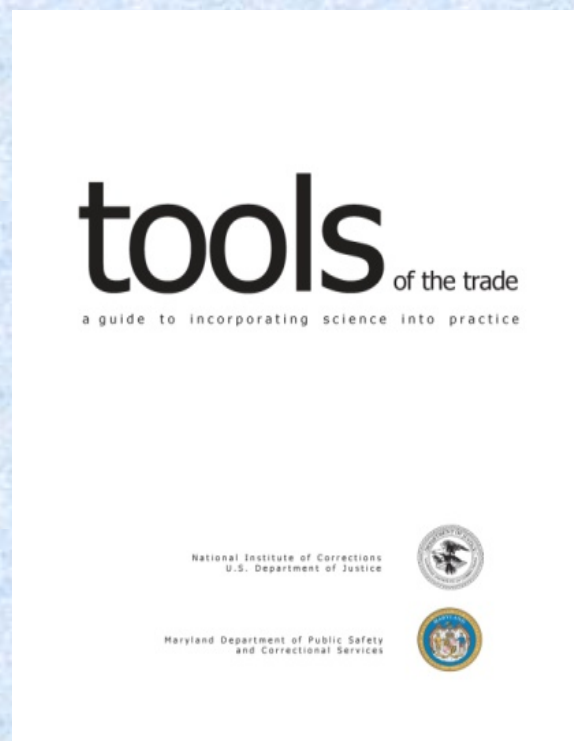
White Paper on Change

Technology Transfer of Evidence-based Practice in Substance Abuse Treatment in Community Corrections Settings: A White Paper

Steven Belenko, Faye Taxman,
& Harry Wexler

Funded by National Institute of Corrections, Cooperative Agreement 06PEI06GJN8

Change Process



<http://www.nicic.org/Library/020095>