Managing Sustainable Culture Change and Use of Cognitive Skills-based Interventions

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National Reentry Resource Center (NRRC)

- Authorized by the passage of the Second Chance Act (SCA) in April 2008
- A project of the CSG Justice Center, supported by the Bureau of Justice Assistance
- Has supported 719 SCA grantees, including 40 state corrections agencies
- Provides individualized, intensive, and targeted technical assistance training and distance learning to support SCA grantees

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Agenda

Understanding Institutional Culture

Role of Leadership and Management

Lessons from the Field

Sustaining Long-term Change

Q&A
Defining Institutional Culture

“the values, assumptions, and beliefs people hold that drive the way the institution functions and the way people think and behave”.

Source: NIC, 2003
Factors that Change Culture

- Physical environment
- Working conditions
- Expectations of staff
- Departmental policies
- Recruiting/hiring/training/professional development
- Sense of pride
- Labor relations
- Leadership
- Management/supervision
- Resources
- Changes in external environment
Strong Culture Can Provide Continuity During Changes To Leadership & Resources

• Strong culture for rehabilitation
  – Minnesota Community Corrections
  – Montgomery County (Maryland)

• Strong culture serves as flywheel to smooth out transitory changes in leadership and resources.

• Culture will transform under long–term changes in leadership, resources, and external environment.

• Culture change requires persistence and vigilant nurturing
Charles Colson Task Force on Federal Corrections Report Recommendations

• Promote a Culture of Safety and Rehabilitation in Federal Facilities

• Incentivize Risk Reduction Programming

• Evidence-base programs

• System coordination & accountability
FBOP 2nd Director James V. Bennett
Correctional Reform Leader
California State Corrections Pioneering Director Richard A. McGee
NIC Institutional Culture Initiative

- Assessment of institutional culture
- Promoting positive corrections culture
- Strategic planning and management
- Leading and sustaining change.
Ten-Step Guide to Transforming Probation Departments  (Fabelo 2011, CSG)

Setting the Agenda for Change
Step 1: Engage and Inform Key Stakeholders
Step 2: Review and Evaluate Current Departmental Policies and Practices
Step 3: Analyze the Evaluation and Develop a Mechanism for Overseeing Change

Redesigning Departmental Policies and Practices
Step 4: Improve Probationer Screening and Assessment Processes
Step 5: Align Supervision Plans with Screening and Assessment Results
Step 6: Redesign Incentive and Sanctioning Strategies
Step 7: Develop Recidivism-Reduction Training

Implementing Procedures to Ensure Quality and Monitor Progress
Step 8: Develop and Implement a Process- and Outcome-Accountability System
Step 9: Retool the Personnel Evaluation System to Reinforce Agency-wide Recidivism-Reduction Efforts
Step 10: Review Progress and Set Goals for Continuous Improvement
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Leadership

- Creating public value for Reduced Recidivism

- Political and administrative support to authorize the action and provide the resources necessary to create the value

- Operational capabilities including new investments and innovations to deliver the desired results

(Moore, Khagram 2004)
Governors making reentry a centerpiece of their public safety agendas

“Today, in Ohio, our recidivism rate is down to just 27.5%. Compare that to the national rate of 49.7% [and] you can see how much progress we’ve made.”
Gov. John Kasich (R), Ohio

“By identifying and putting commonsense solutions in place we are protecting public safety and our state’s finances at the same time.”
Gov. Earl Ray Tomblin (D), West Virginia

“Everyone deserves a second chance, because no life is disposable.”
Gov. Chris Christie (R), New Jersey

“Unless we provide the appropriate tools... history has shown that offenders simply return to the prison population. We must shut the revolving door!”
Gov. Nathan Deal (R), Georgia

“...we can work together to address two of the most serious problems we face: winning the war on recidivism, and stemming the epidemic abuse of prescription drugs.”
Gov. Peter Shumlin, (D) Vermont

“We can truly be tough on crime by being smart on crime. Ultimately, this will make our communities safer, and will make for a brighter tomorrow.”
Gov. Dannel Malloy, (D) Connecticut
County and city leaders recognizing value in investing in collaborative reentry efforts

“The nation’s jails have become de facto mental institutions. Think of how many people we impact everyday who could become productive citizens if given the right help. It is important not just to our nation and our counties but across the board.”
Sheriff Susan Pamerleau, Bexar County, TX

“In order to succeed, incarceration must involve more than confinement. It must also provide tools and resources to not only survive post-incarceration, but thrive.”
Sheriff William Gore, San Diego County, CA

“Every year, thousands of citizens are released from correctional facilities...Their successful re-integration into our communities is often hindered by challenges like a lack of education, limited opportunities for employment, and having a criminal record. These challenges contribute to high recidivism rates, which also mean decreased safety for our citizens and increased costs for the City for police and prison services.”
Mayor Michael Nutter, Philadelphia, PA

“Ultimately, reentry really is about preserving and sustaining our community.”
Mayor A C Wharton, Memphis, TN
Broad, deep media support for the Second Chance Act

**The New York Times**

“The Second Chance Act has a crucial role to play by providing seed money for new reforms and helping distinguish what works from what does not.”

**The Post and Courier**

“Cutting the recidivism rate of prisoners benefits them and it benefits the communities to which they return. Second Chance has helped make that happen.”

**The Virginian-Pilot**

“Congress, which can’t agree on much, should agree on this.”

**The Des Moines Register**

“These people deserve a second chance, but they need a helping hand. Programs funded by the Second Chance Act have done that.”
Corrections Administrators Now Recognize That Recidivism Reduction Is Part Of Their Mission

“One of my wardens constantly asks his staff, right down to the line staff, ‘What can we do to reduce recidivism?’ This gets them thinking that reentry is an important part of what they do.”

Ray Roberts, Secretary of Kansas Department of Corrections

“The Second Chance Act is not just about giving incarcerated individuals another opportunity to succeed, it is about significantly improving the outcomes we all want for children, families, and communities.”

Andrew Pallito, Commissioner of Vermont Department of Corrections

4 out of 5 state corrections administrators reported the development of a statewide plan to reduce recidivism.
By testing ideas, we have become much smarter about what works to reduce recidivism.

1. Focus on the offenders most likely to commit crime

2. Invest in programs that work, like Cognitive Skill Interventions and ensure they are working well

3. Strengthen supervision and deploy swift and certain sanctions

4. Use place-based strategies

National Reentry Resource Center
Leadership / Management Support

- Clear mission
- Belief and support from top
- Communication
- Collaboration across systems
- Labor relations
- Recruitment
- Training – academy, ongoing & involve supervisors
- Professional development
- Supervision
- Performance evaluations
- Quality Control
- Measuring Results
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Lessons from the SCA Grant Programs

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Q&A
Statewide Recidivism Reduction: System Change

1. Highly visible and competitive
2. For the state, managed by an agency
3. Convene stakeholders and execute a statewide reentry plan
4. Build on or tie related initiatives together
5. Focus on evidence-based strategies
6. Create state centers of excellence as national models
FY13: 13 States
FY14: 5 states
continues
FY15: 7 new states
Minnesota SRR Implementation Plan

• Builds on decade-long reentry planning efforts
  – MN Comprehensive Reentry Program (2006)
  – Transition from Prison to the Community (2010)

• Four Policy Barriers and Resource Gaps
  – Supervision strategies
  – Collaborative Case Management
  – Cognitive Skill Development
  – Improvement in Treatment Outcomes
COG Programs In MN SRR Plan

• Increase capacity to provide CBI in institutions and after care locations in communities

• Ensuring Community Service Providers deliver CBI to high risk offenders with cultural sensitivity and responsivity
MN SRR Plan for Consistency, Coordination, and Quality Control in CBI

• Master trainers in correction departments provide quality assurance through observation sessions, facilitator meetings, and supplemental trainings regarding facilitation skills, group dynamics, group management and related topics.

• Community Corrections Departments & MN Department of Corrections utilize the Correctional Program Checklist-Group Assessment (CPC GA) to ensure quality assurance and program fidelity of cognitive behavioral programs throughout the State.
Lessons From The Field: Connecticut Judicial Branch

• Challenge:
  – How to make train probation officers to use CBI in routine interactions with clients

• Solution:
  – Research partnership with Central Connecticut State University

• Innovations
  – Scripts for officers developed jointly
  – CCSU provide training and review performance
  – Train-the Trainer and Peer Coaches
  – Sustainability and updating through Court and CCSU
Lessons From The Field: Maricopa County (AZ) Adult Probation Department

Challenge:
• How to increase participant engagement, retention and completion of Thinking for a Change (T4C).

Solution:
• Staff incentives to deliver groups
• Quality assurance checklists
• Information sharing with Cog provider
• Medicaid funding provided to Cog provider
Lessons From The Field: Coconino County (AZ) and Navajo Nation

Challenge:

• Offering cognitive behavioral programming (MRT) in rural and tribal areas

Solution:

• Live streaming and web-based platform.
• NIC interest in developing consistent web-based model of delivery of cognitive behavioral programs
Lessons From The Field: Hamilton County (Ohio) Office of Re-entry

Challenge:
• Increase CBI dosage beyond probation agent groups and one-on-one interactions

Solution:
• CBI programs in jail’s “Reentry pod”
• EPICS-I (Influencers) training for family, mentors, community leaders
• Partnership with the University of Cincinnati
• Leveraging federal funding and local match
Lessons From The Field:

CBI Non-Proprietary Curriculum Development

- University of Cincinnati Corrections Institute (UCCI) develop nonproprietary, evidence-based, CBI curriculum ("Cognitive Behavioral Interventions—A Comprehensive Curriculum," or CBI-CC)
- Designed for use in community and institutional settings with individuals with and without mental disorders who are involved with the CJ system.
- Semi-open enrollment
- SCA funding

- **Pilot Sites**
  - Hamilton County (OH) Jail
  - San Francisco Behavioral Health Treatment Court’s an outpatient treatment program for people under court supervision
  - Sonoma County, CA day reporting center
  - Houston, TX Residential supervision program
Lessons From The Field:
Kansas Commerce and Correction Departments

Challenge:
• Integrating CBI in Offender Workforce Development (OWD)

Solution:
• Trained over 400 Offender Workforce Development Specialists in corrections and with workforce providers
• Integration of cognitive content in offender classes.
• The degree of cognitive skills incorporated in the offender classes varies based on their risk level.
• Set of cognitive skills for each lesson with our high risk OWD classes and we offer some cognitive components in the moderate and lower risk OWD classes. Many of the cognitive skills are taken directly from T4C since many of our offenders are familiar with this cognitive program.
• BEST “Basic Employability Skills Training” contains cognitive practice but is not specifically targeting the offender population.
• Piloted the use of virtual connections by teaching a BEST class from the Topeka Workforce Center to Ellsworth Correctional Facility which is 2.5 hours away.
Lessons From The Field:
United States District Court Central District of California*

Challenge:
• How to address cases where clients are unsuccessful with one type of CBI

Solution:
• Multiple CBI offered
  – MRT (Group)
  – Interactive Journaling
  – Making it Work
  – STAR (Substance Abuse Treatment and Reentry Court)
• EBT Coordinator

*Tom Granucci, LCSW, Supervisory U.S. Probation Officer
Lessons From The Field: Project 180 (Los Angeles, CA)

Challenge:
• How to integrate Mental Health and CBI programming

Solution:
• Forensic treatment agency offering comprehensive diversion and re-entry programs to offenders.

• Team of mental and behavioral health professionals, substance counselors, social workers and peer advocates to provide: intensive case management, individual and group behavior modification, therapy and substance counseling, housing, benefits support, family reunification, supportive employment, education preparation and placement, and psychiatric and medication support.
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Q&A
Sustaining Strategies

- Change incentives/classification for individuals participating in CBI within institutions & community
- Contracting community service providers who use CBI to work with high risk clients
- Sequencing/coordinating programs based on need and correctional/community settings
- Research Partnership for training, fidelity, and evaluation
- Leveraging federal grant programs
- Family engagement
- Training/Coaching (Community of practice model)
- Collaborations with stakeholders
- Family/friend/mentor engagement
- Staff and inmate climate surveys
Challenges

• Expect High Recidivism Rates
• Evidenced-based doesn’t mean it will work for every individual
• Dealing with resistance and noncompliance
• Being more inclusive of supervisors
• Evaluations to show recidivism reduction difficult
• Prepare for high-profile cases
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- Role of Leadership and Management
- Lessons from the Field
- Sustaining Long-term Change
- Q&A
Contact

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