

Criminal Justice Treatment Practices Survey: Maryland Findings



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Executive Summary

- Survey data were collected from 31 wardens, nearly 1,000 correctional staff and over 250 treatment/service staff in 15 prisons and 8 pre-release facilities during Spring, 2004.
- Study objective is to assess the factors associated with the implementation of offender programs such as substance abuse treatment programs in correctional settings
- Three key themes in the initial findings:
 - Low level of substance abuse treatment programming within MD DOC facilities
 - MD DOC facilities lack the strong culture and leadership necessary to support and sustain offender programs
 - A strategic approach is necessary for developing clear goals and plans for enhancing organizational capability to effectively administer substance abuse treatment programming

Overview of Survey Sample

- 15 Prisons and 8 Pre-Release Facilities in Maryland
- Various Shifts
- Wardens (N=31), Correctional (N=967), & Treatment Staff (N=258) = Total N : 1256
- Some In-Prison Administration, Some Mail Surveys
- Community Providers in 1 Jurisdiction

Participating Facilities

MCIJ

MCIW

MHC

MHCX

MCIH

RCI

MCTC

WCI NBCI

MTC

BCCC

CHDU

MCAC

MRDCC

ECI

BCDC

BCF

JPRU

HTBC

CLF

SMPRU

EPRU

BPRU

BPRUW

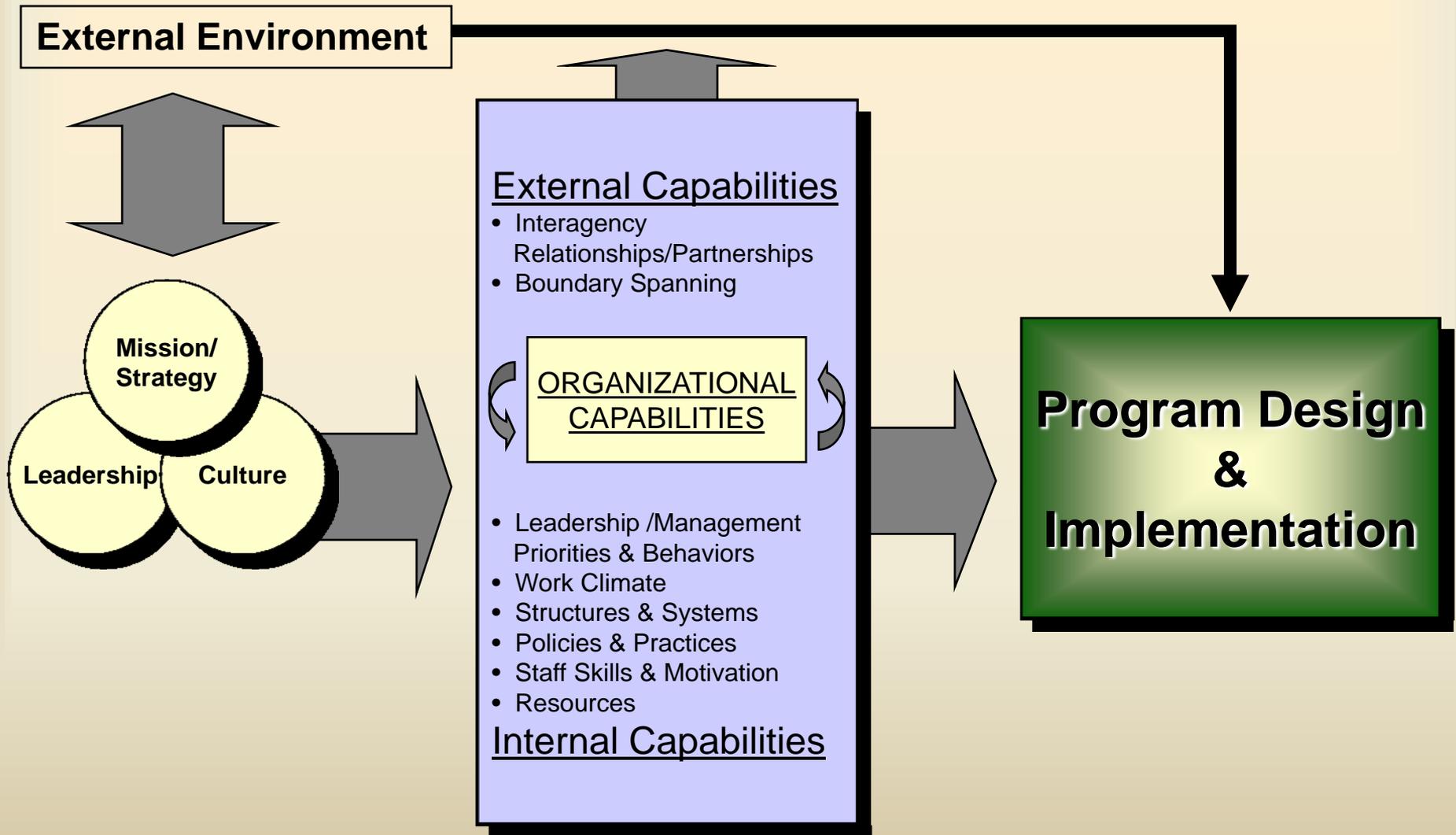
Percentage of Facilities That Provide the Following Programs (N=18)

# of Respondents	% of Facilities Where Programs Exist	% of Programs that Offer Substance Abuse Services	Average number of offenders at one time
Boot Camp	17%	33%	200
Reentry/Transitional Housing	22%	0%	30
Work Release	33%	17%	97
Drug Courts	11%	50%	0
Transitional Housing	6%	0%	1
Sex Offender Therapy	44%	0%	7
Vocational Training	50%	0%	29
Job Readiness	67%	8%	52
Education/GED	72%	8%	55

Percentage of Facilities w/ listed Treatment Services Available (N=18)

Type of Programs	% of Facilities that Offer Programs
Motivational Interviewing	11%
HIV/AIDS Education	78%
Detoxification	11%
Methadone Maintenance	22%
Drug/Alcohol Education	44%
Self Help/AA/NA groups	78%
Relapse Prevention	6%
SA Counseling 1-4 hrs/wk (excluding self help)	50%
SA Counseling 5-25 hrs/wk (excluding self help)	22%
SA Counseling 26+ hrs/wk (excluding self help)	6%
Therapeutic Community segregated residence	11%
Therapeutic Community non-segregated residence	0%
Other RSAT	11%

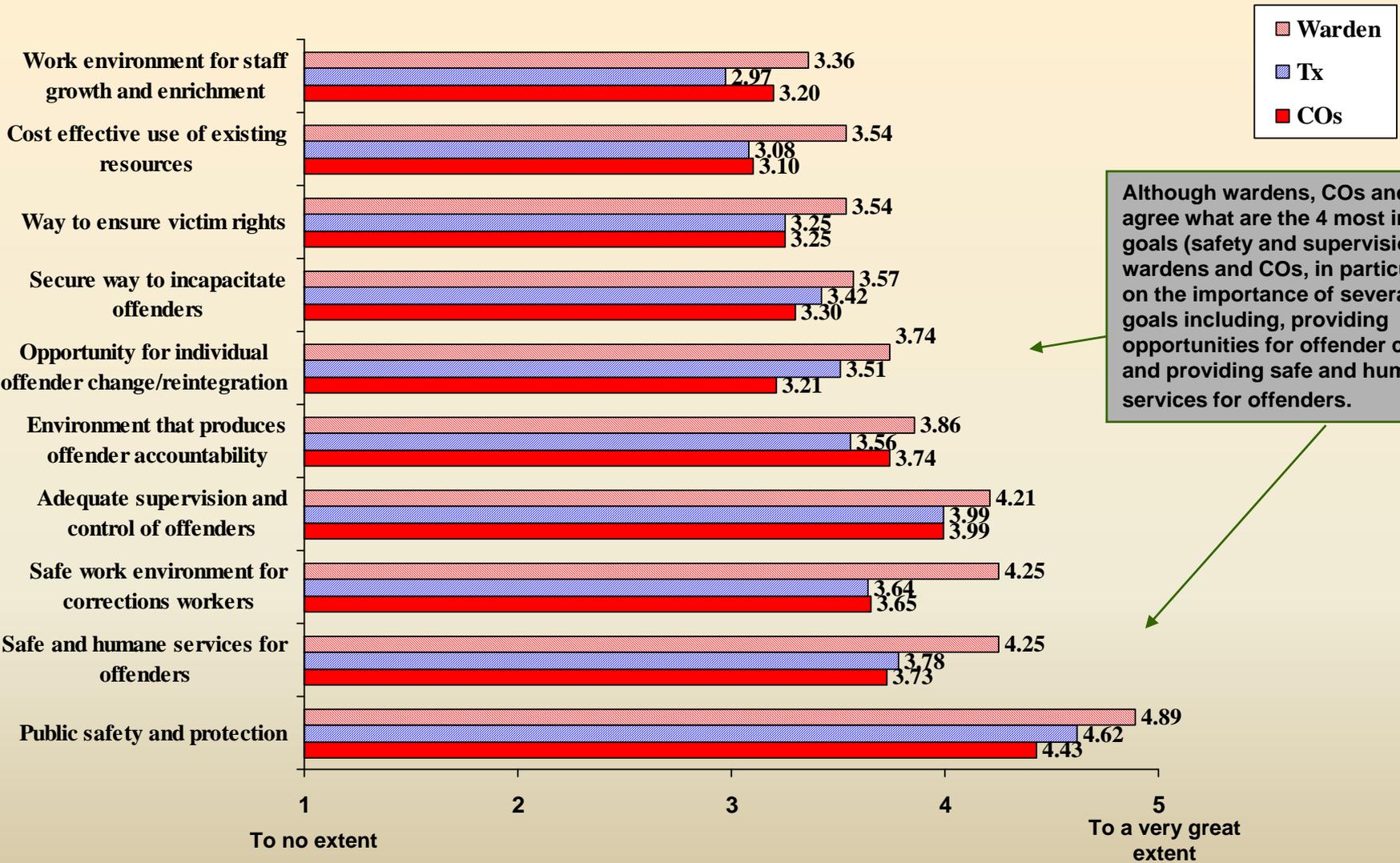
Factors that Impact Implementation



Mission/Strategy

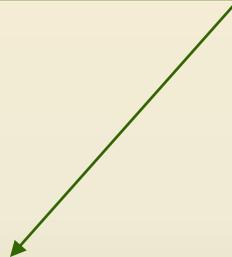
- An organization's mission helps to establish priorities while an organization's strategy helps to articulate how it plans to achieve its primary goals. The Mission/Strategy of an organization are closely tied to one another and tend to be driven by leadership and an organization's culture.
- Several factors related to Mission/Strategy that reflect the various priorities and goals being pursued by the corrections system *vis-a-vis* substance abuse treatment:
 - **Goal priorities** - extent to which wardens and staff believe that various goals are a high priority for the corrections system.
 - **Programs** - percentage of wardens and staff that felt various offender programs were more important than substance abuse treatment.
 - **Philosophy** - degree to which wardens and staff ascribe to the following four philosophical approaches to reducing crime: Rehabilitation, Just Desserts, Deterrence, and Incapacitation.

Priority Assigned to Different Goals in Your Correctional System



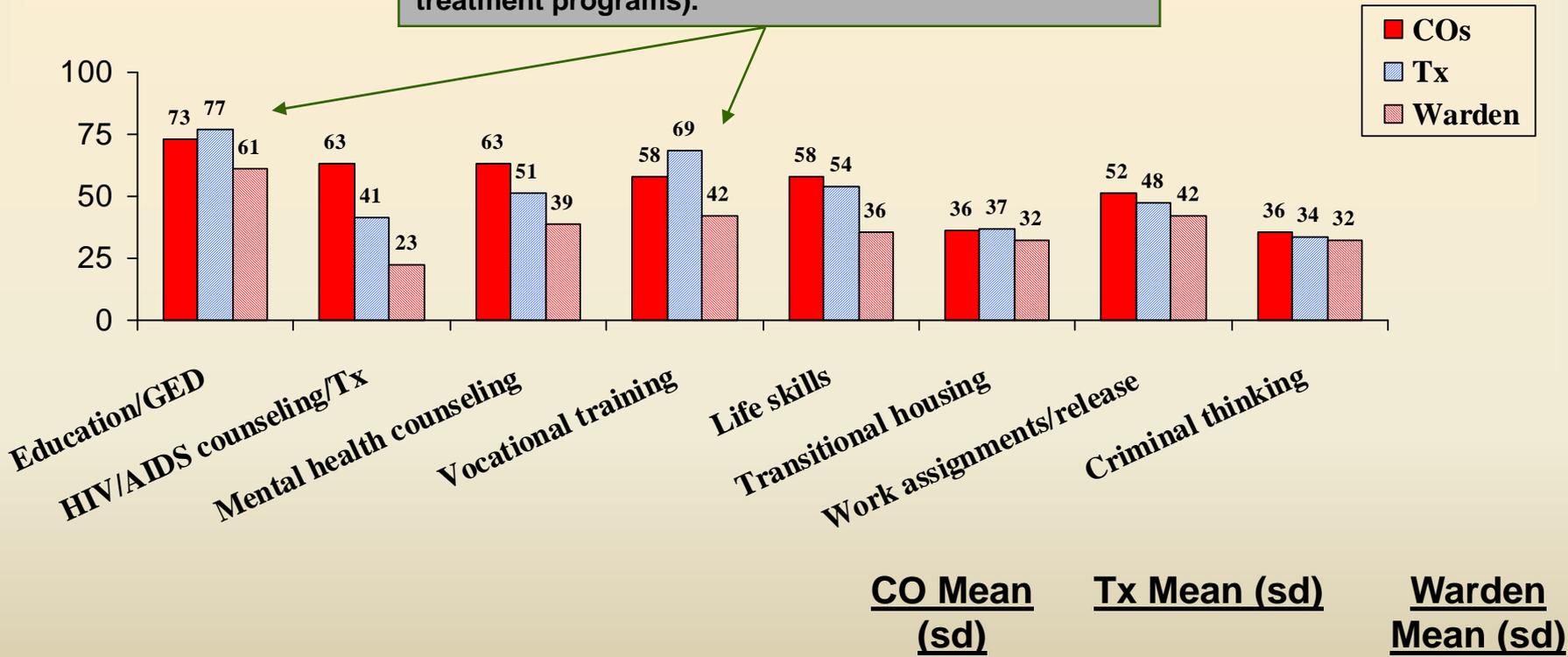
■ Warden
■ Tx
■ COs

Although wardens, COs and Tx staff agree what are the 4 most important goals (safety and supervision), wardens and COs, in particular, differ on the importance of several critical goals including, providing opportunities for offender change and providing safe and humane services for offenders.



% Who Rated the Following as *more important* than SA Tx in Reducing Recidivism

Staff, in particular, view many programs as more important than substance treatment (see also moderate ratings for importance of substance abuse treatment programs).



Importance of providing substance abuse treatment (1= unimportant; 10 = important)

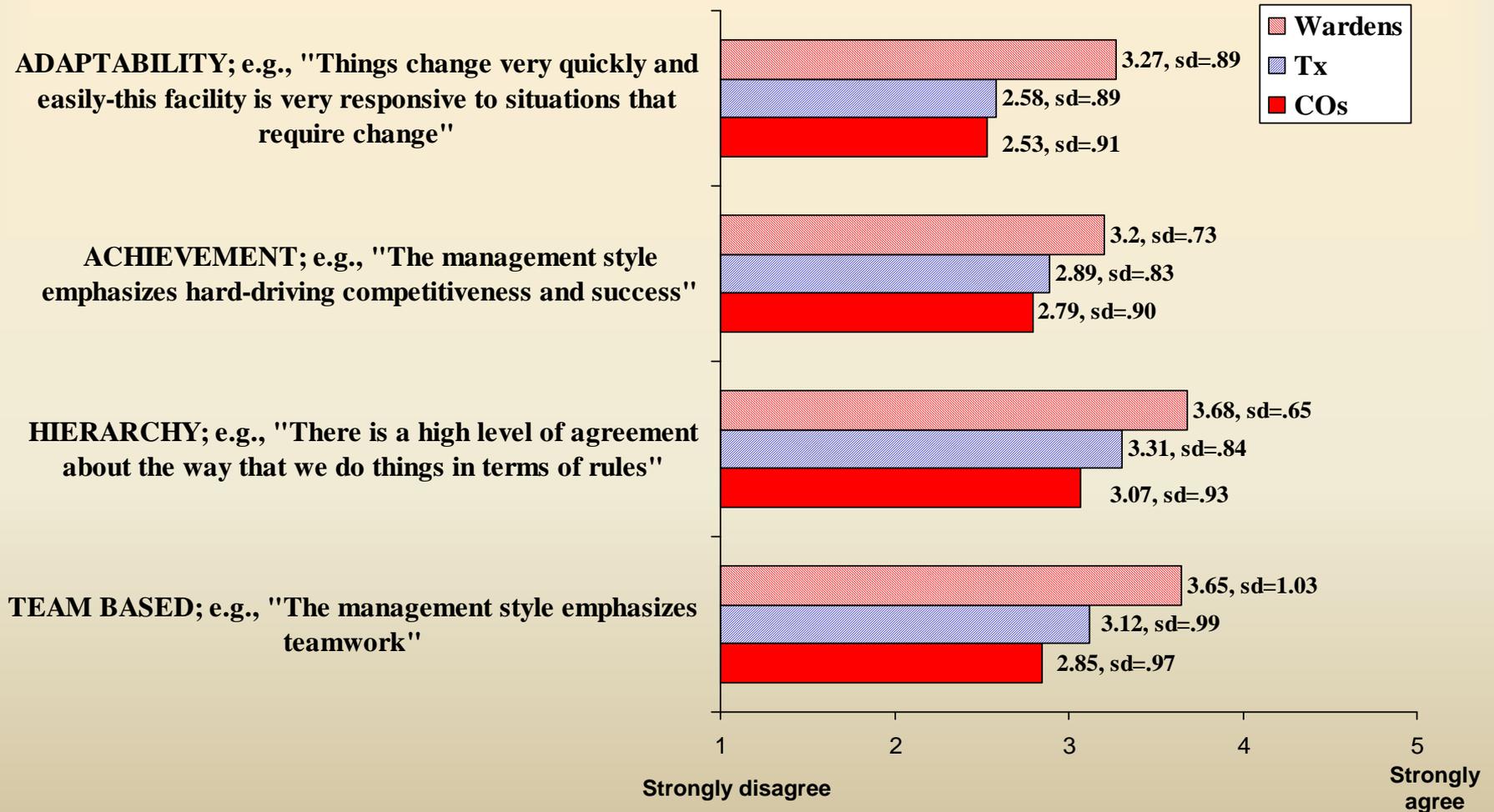
<u>CO Mean</u> <u>(sd)</u>	<u>Tx Mean (sd)</u>	<u>Warden</u> <u>Mean (sd)</u>
6.64 (2.79)	7.42 (2.80)	8.35 (2.25)

Culture

- An organization's culture is tightly connected to its leadership and mission/strategy. Strong cultures help communicate to employees what types of goals and behaviors are valued and how decisions should be made. Cultures can differ along two primary dimensions: internal vs. external focus and emphasis on flexibility vs. stability.
- Assessed four primary dimensions of organizational culture -- adaptability, achievement, hierarchy, and team-based:
 - **Adaptability** emphasizes risk-taking, experimentation, and being flexible in responding to change. Innovation and creativity tend to be stronger in adaptable cultures.
 - **Achievement** emphasizes a clear purpose and direction, shared vision of the future, and high expectations for performance. People in achievement cultures tend to be more focused on meeting goals and objectives.
 - **Hierarchy** emphasizes consistency, following formal policies and procedures, and maximizing efficiency. Decision-making tends to be more hierarchical and structured in cultures with a strong emphasis on this dimension.
 - **Team-Based** emphasizes cooperation, coordination, and participation in decision-making. Employees' trust in management and commitment to the organization tend to be stronger in team-based cultures.

Organizational Culture of DOC Prisons

All respondents feel that hierarchy and team-based dimensions of culture are strongest. It's important to note that wardens' feel that the culture at their facility on each dimension is considerably stronger than do staff.

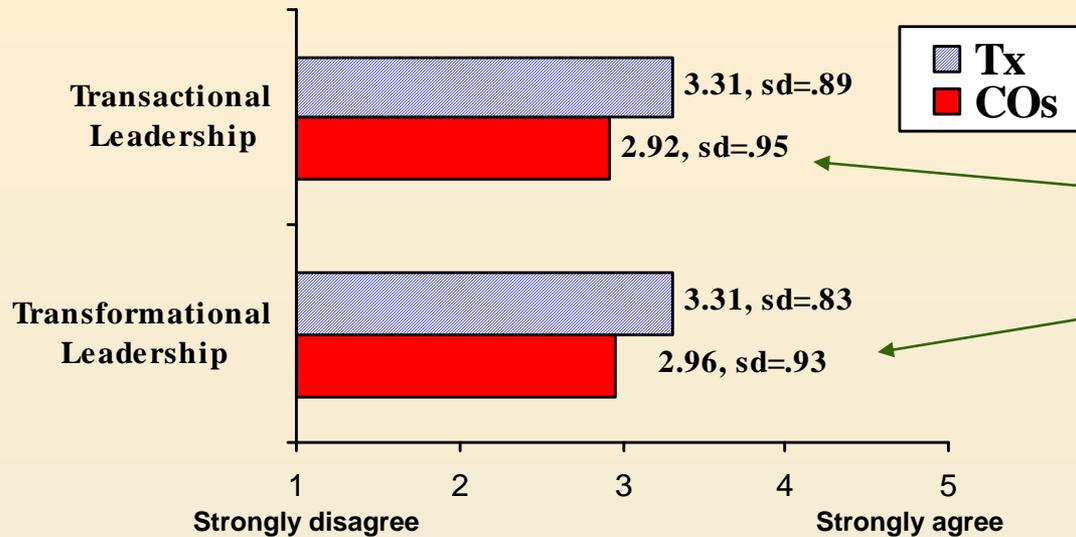


Leadership

- **Leadership provided by both DOC senior leadership and wardens is important in influencing the vision, structure, climate, relationships, and capabilities of their organizations. The tone set by leaders shapes the types of working environments and has an impact on the effectiveness of drug treatment practices.**
- **Two primary types of leadership examined:**
 - **Transactional leadership** is influence based on exchanges between leaders and employees. Transactional leaders provide goals, direction, feedback, resources, and rewards (both tangible and intangible, such as praise or recognition) in exchange for the employees' effort, commitment, and loyalty.
 - **Transformational leadership** is influence that is based on enhancing employee commitment and motivation. Transformational leaders communicate inspiring visions, lead by example, encourage teamwork, set high expectations, attend to individual needs and concerns, and challenge the status quo, which results in high levels of employee commitment and motivation.

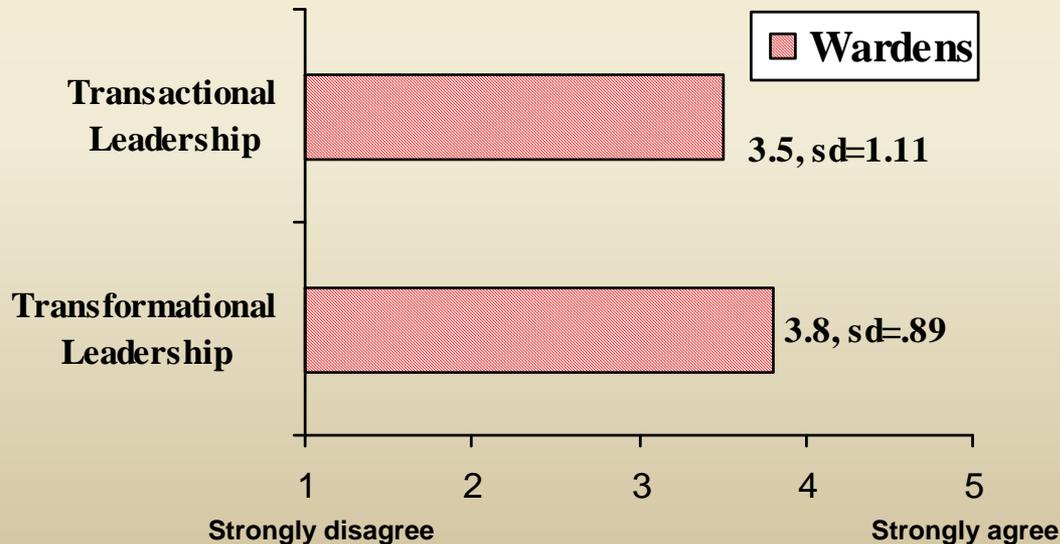
DOC & Warden Leadership

Correction Officers' and Treatment Staffs' Ratings of Their Warden's Leadership

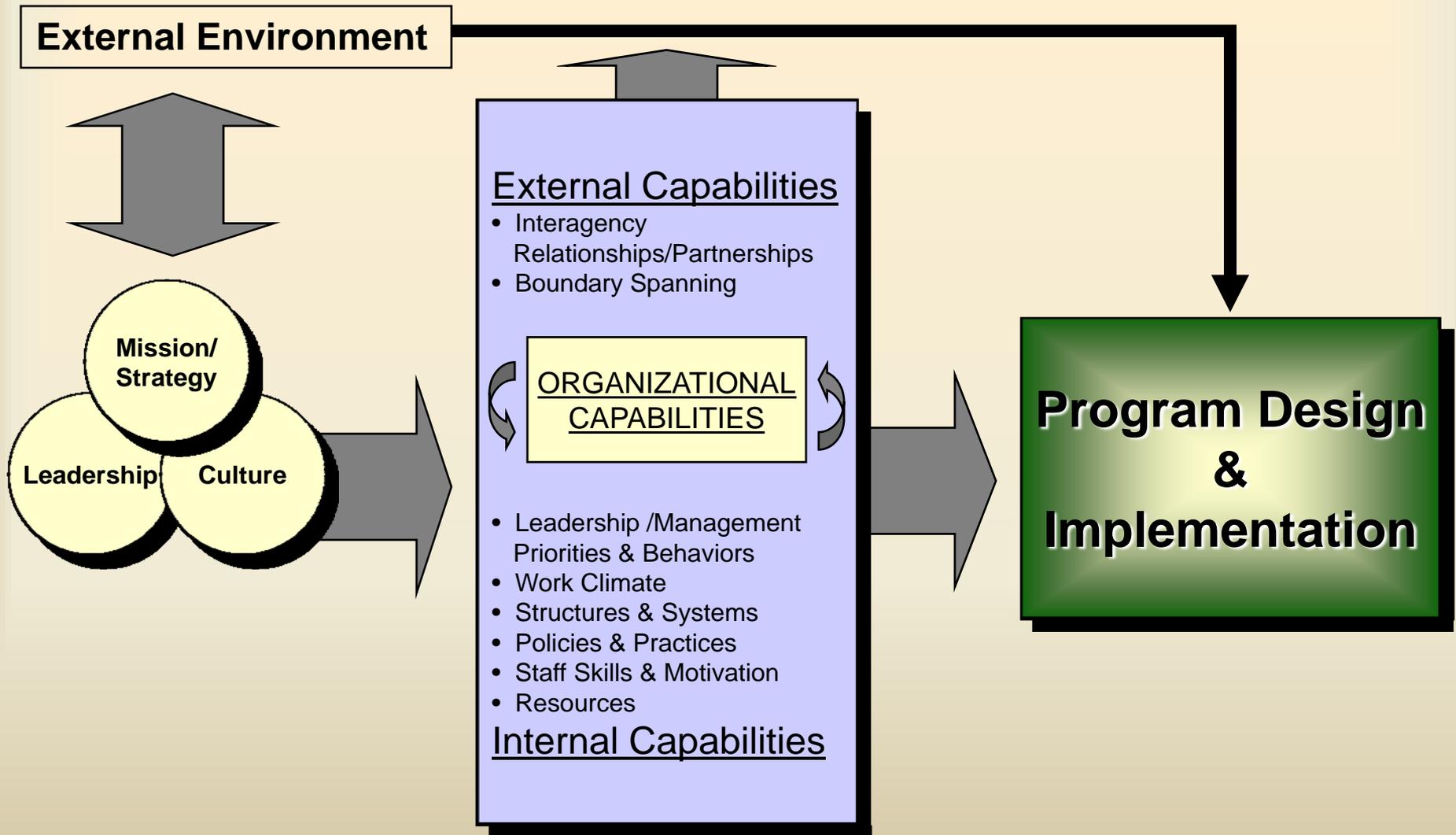


COs perceive a lack of strong leadership from their wardens in both providing clear expectations and recognizing and rewarding performance and in setting a clear vision and motivating effort.

Wardens' Rating of Their Supervisor's Leadership



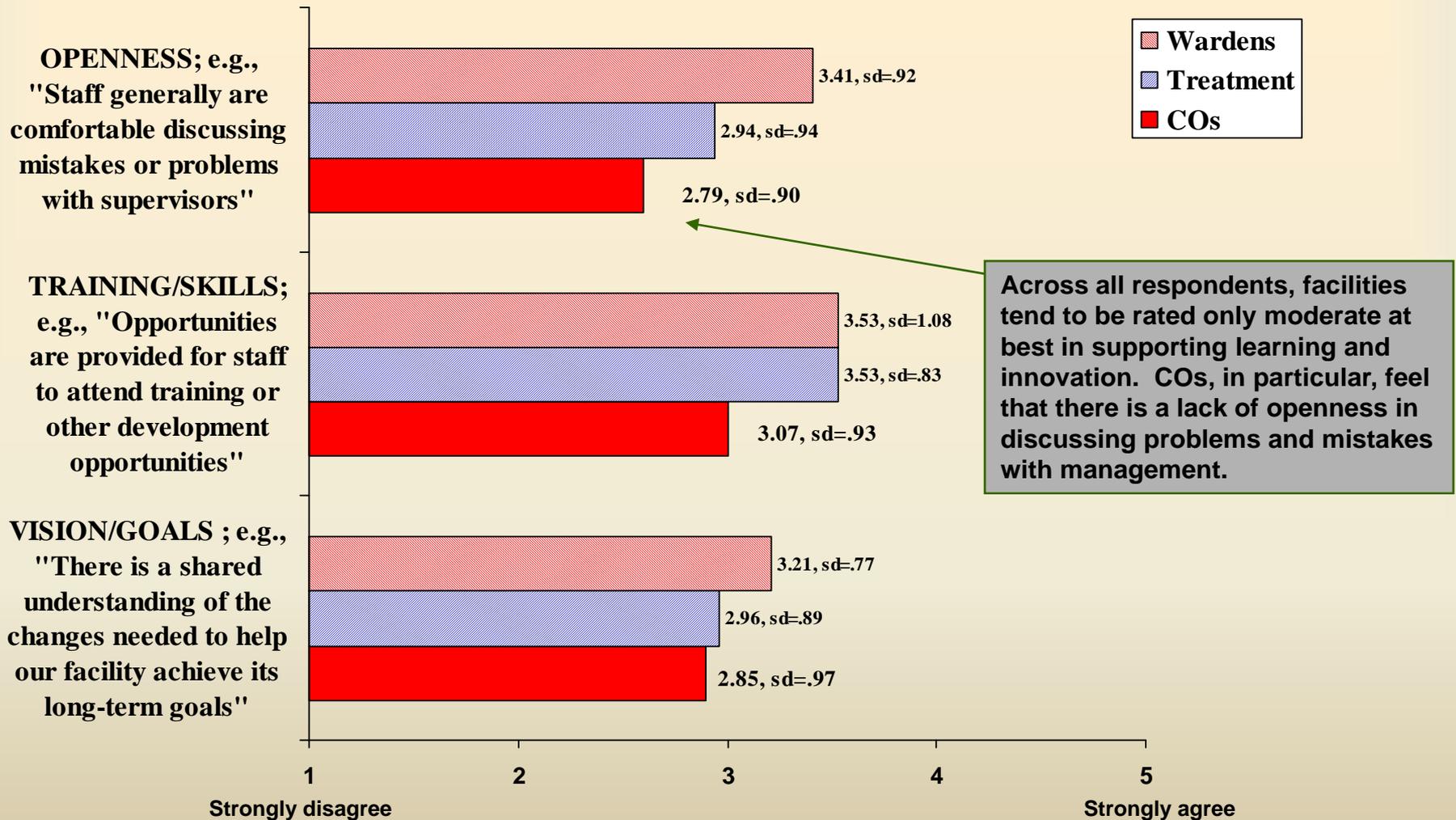
Factors that Impact Implementation



Internal Organizational Capabilities

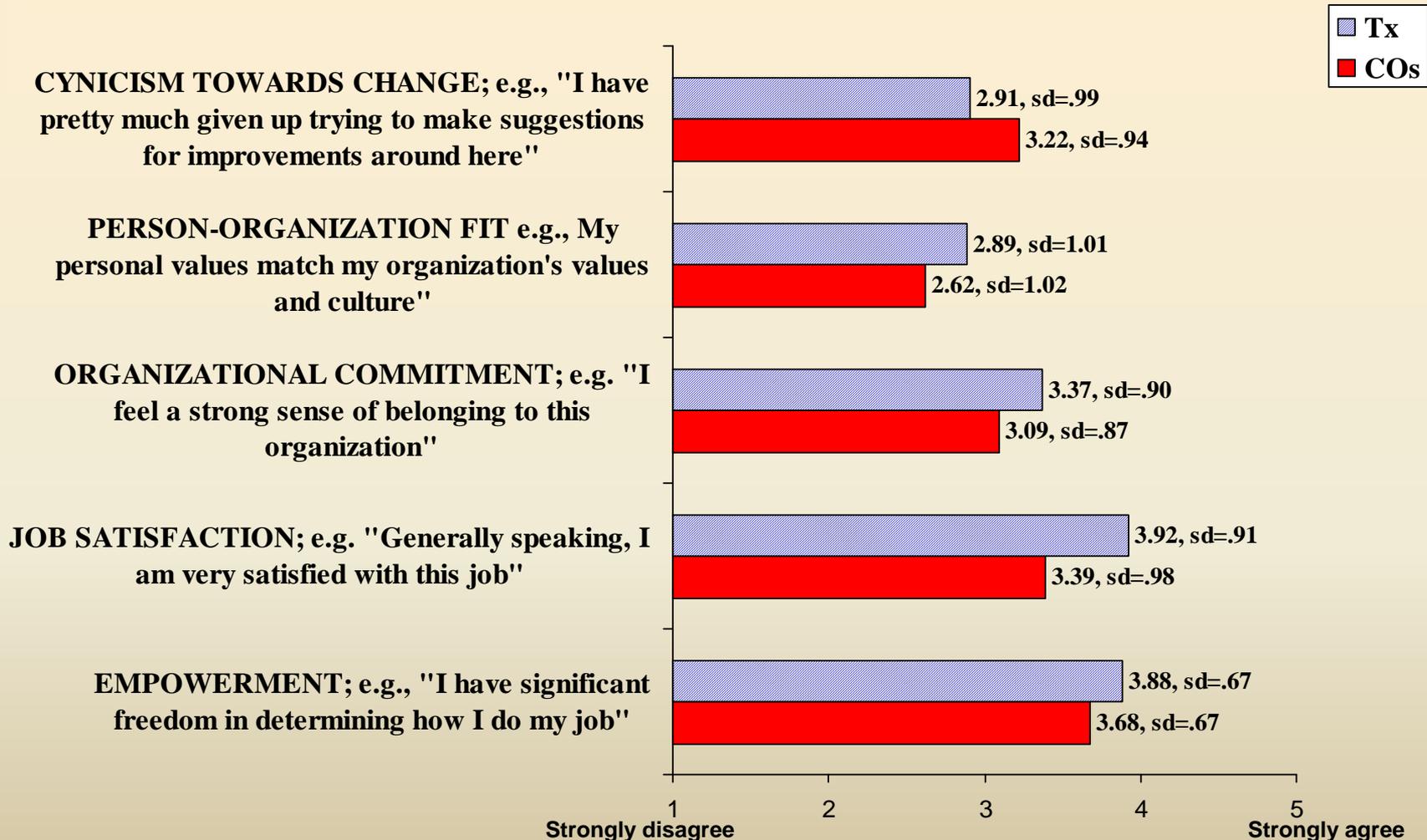
- **Internal organizational capabilities** are the organizational conditions that enable developing and sustaining initiatives such as substance abuse treatment programs. They include the work climate, quality of working relationships (horizontal and vertical), staff morale and motivation, and resources (training, staffing, funding).
- **We measured several internal capabilities:**
 - **Climate** – defined as staff perceptions about what management is signaling as important. This survey emphasized climate for learning and innovation and supporting substance abuse treatment programs.
 - **Working Relationships** – includes quality of relationships between supervisors and their employees (vertical) and the degree of coordination and perspective-taking between corrections and treatment staff (horizontal).
 - **Staff Morale & Attitudes** – includes staff receptivity to change, the degree to which their values are consistent with those of the organization (fit), their levels of commitment and satisfaction, and the degree to which they feel empowered.
 - **Resources** – includes wardens' assessments of the importance of different types of resources (training, staffing, funding, etc.) on the accomplishment of their goals and the functioning of their organizations.

Climate Supporting Learning & Innovation

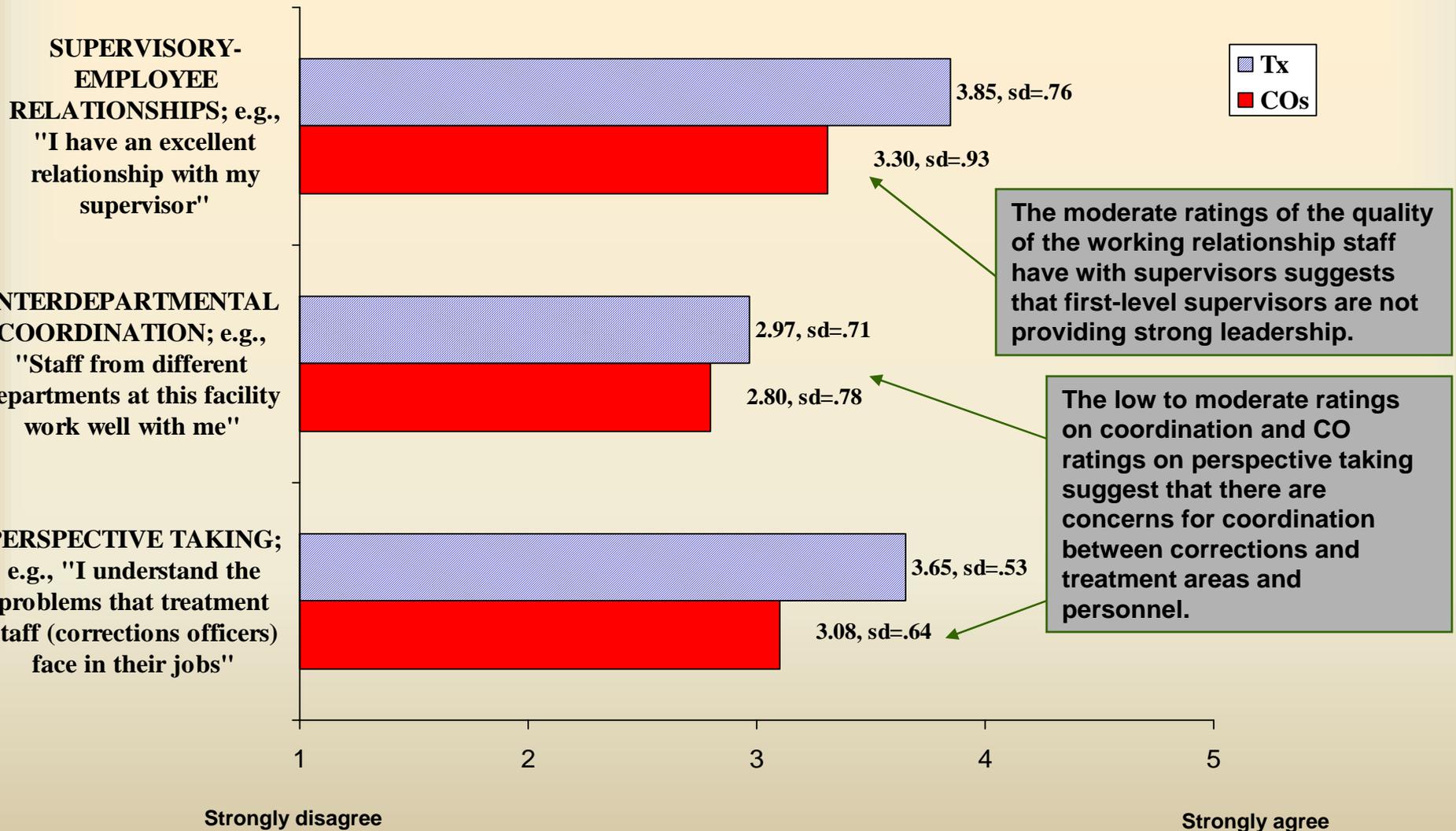


Staff Work Attitudes & Morale

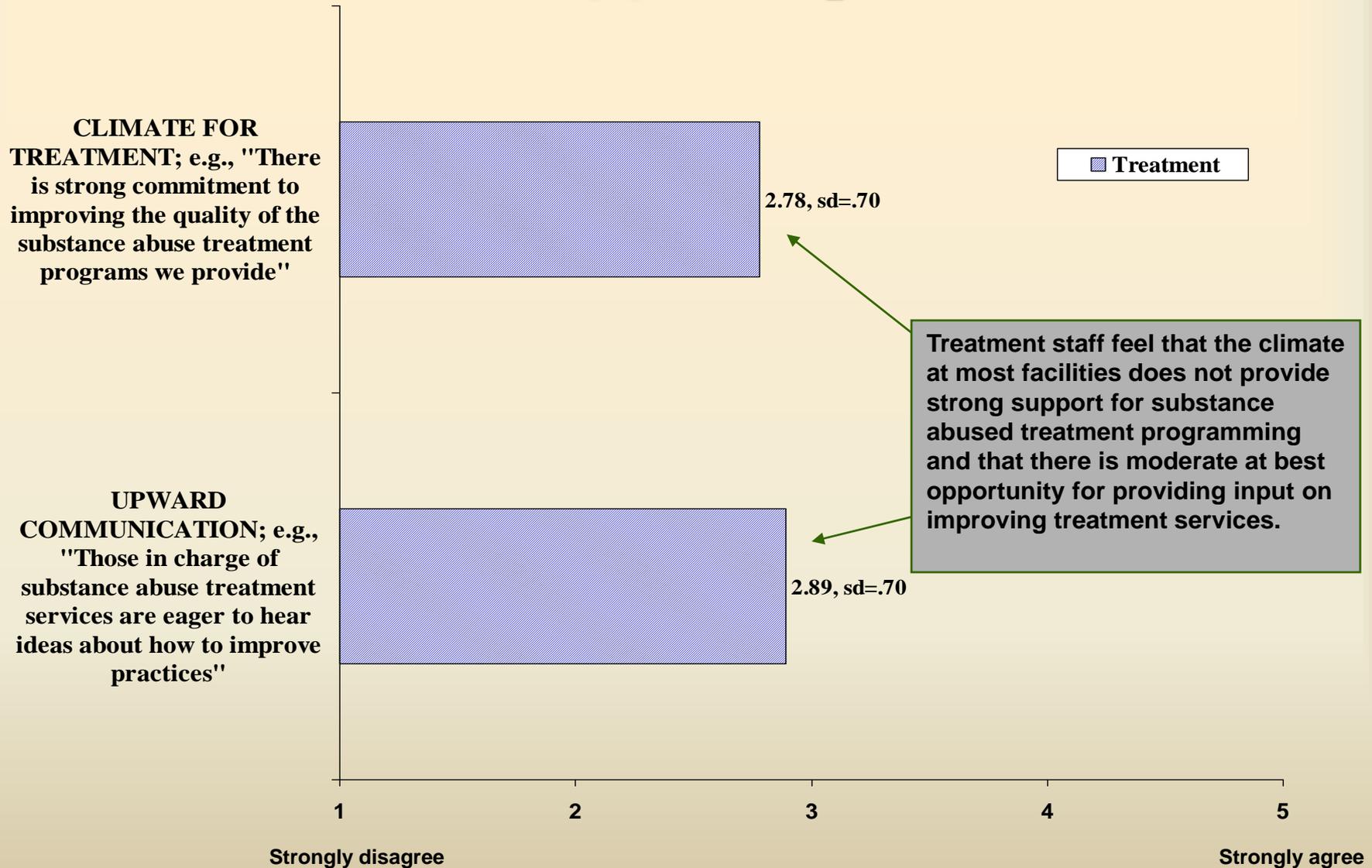
Treatment staff experience moderate levels of satisfaction and empowerment. However, the degree to which COs feel that their own values fit their organization and their commitment to their organization are sources of concern.



Working Relationships

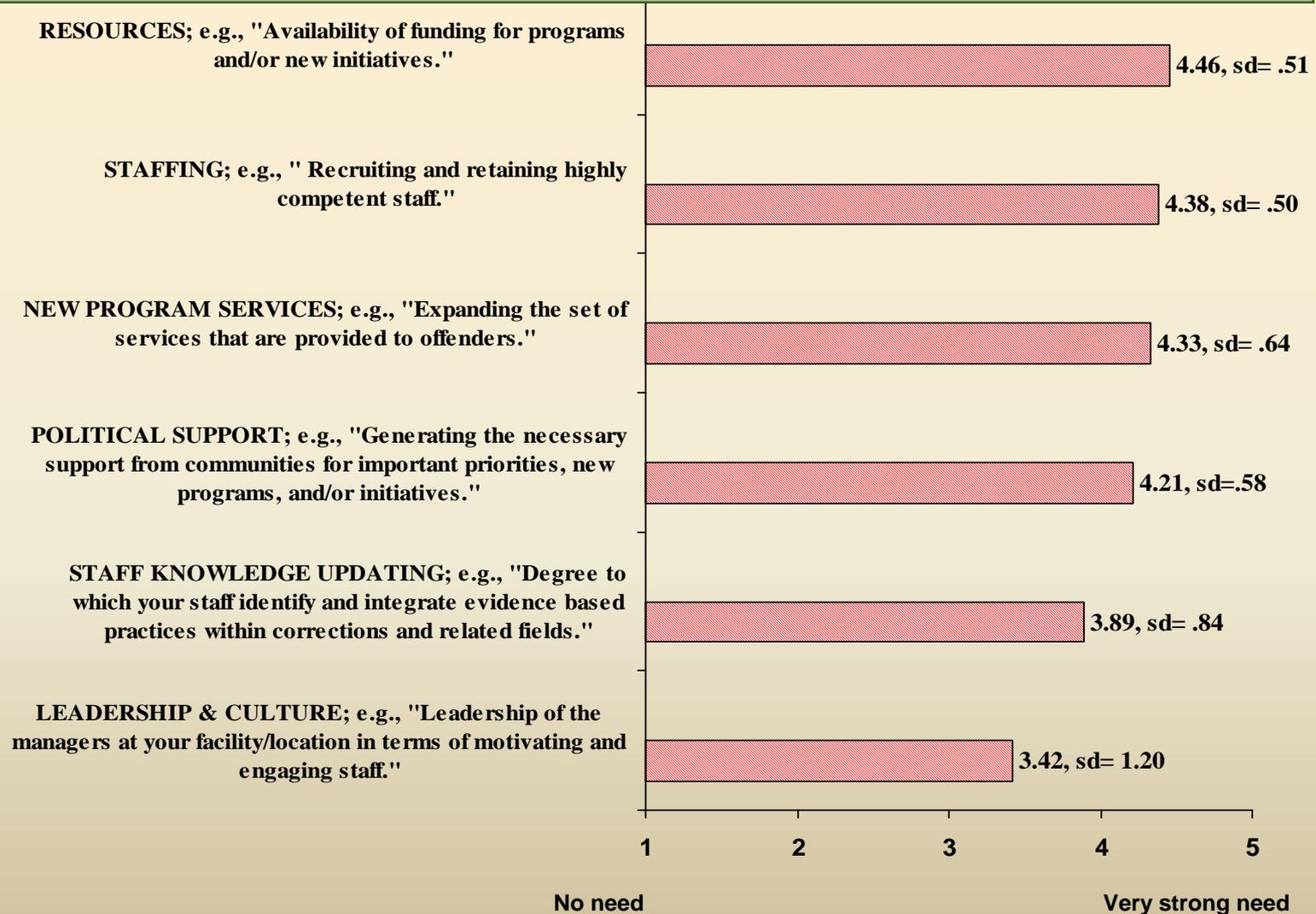


Climate Supporting SA Tx



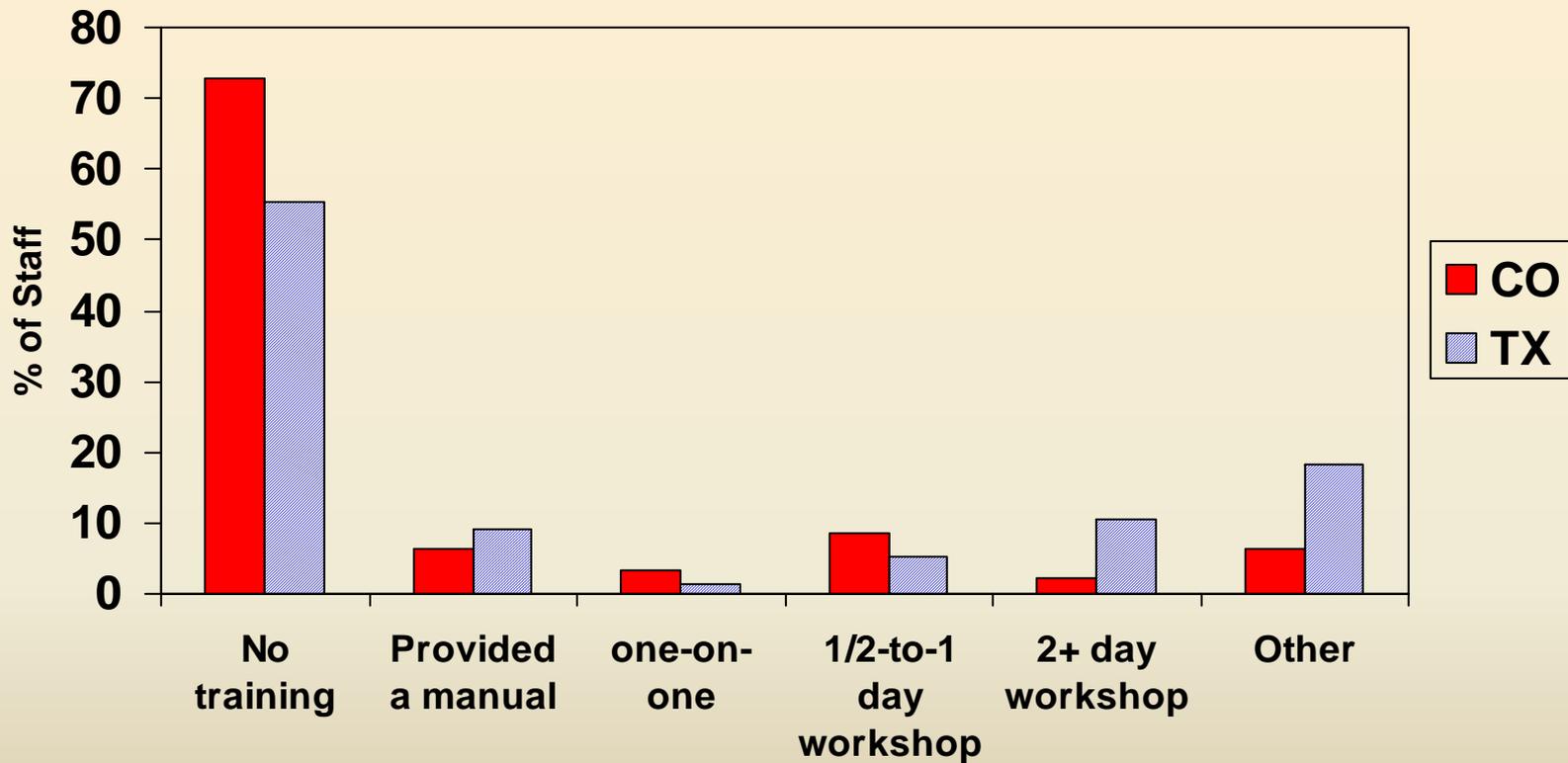
Wardens' Ratings on Needs to Achieve Organizational Goals

Wardens see resource and service-related areas as most critical to helping achievement of the goals of their facilities. Note the strong endorsement of new program services; also, the weak endorsement of improving the leadership of managers at their facilities is in contrast to staff ratings concerning a lack of strong leadership.



Type of SA Training Provided for Staff

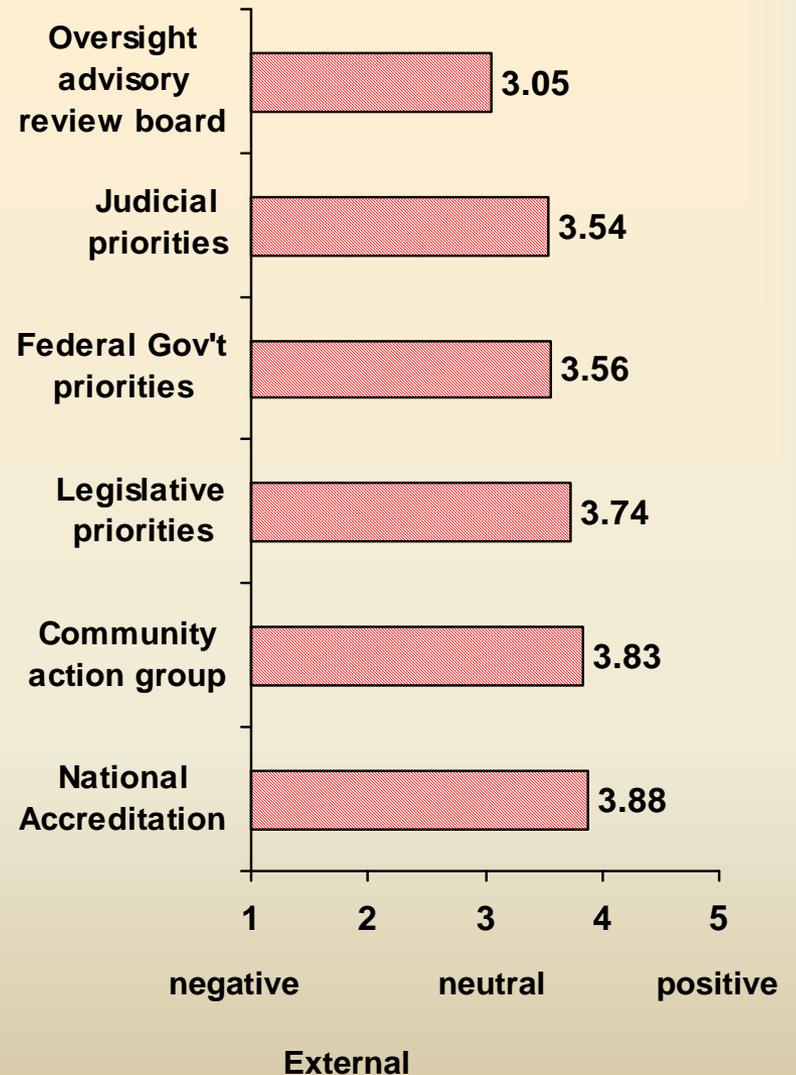
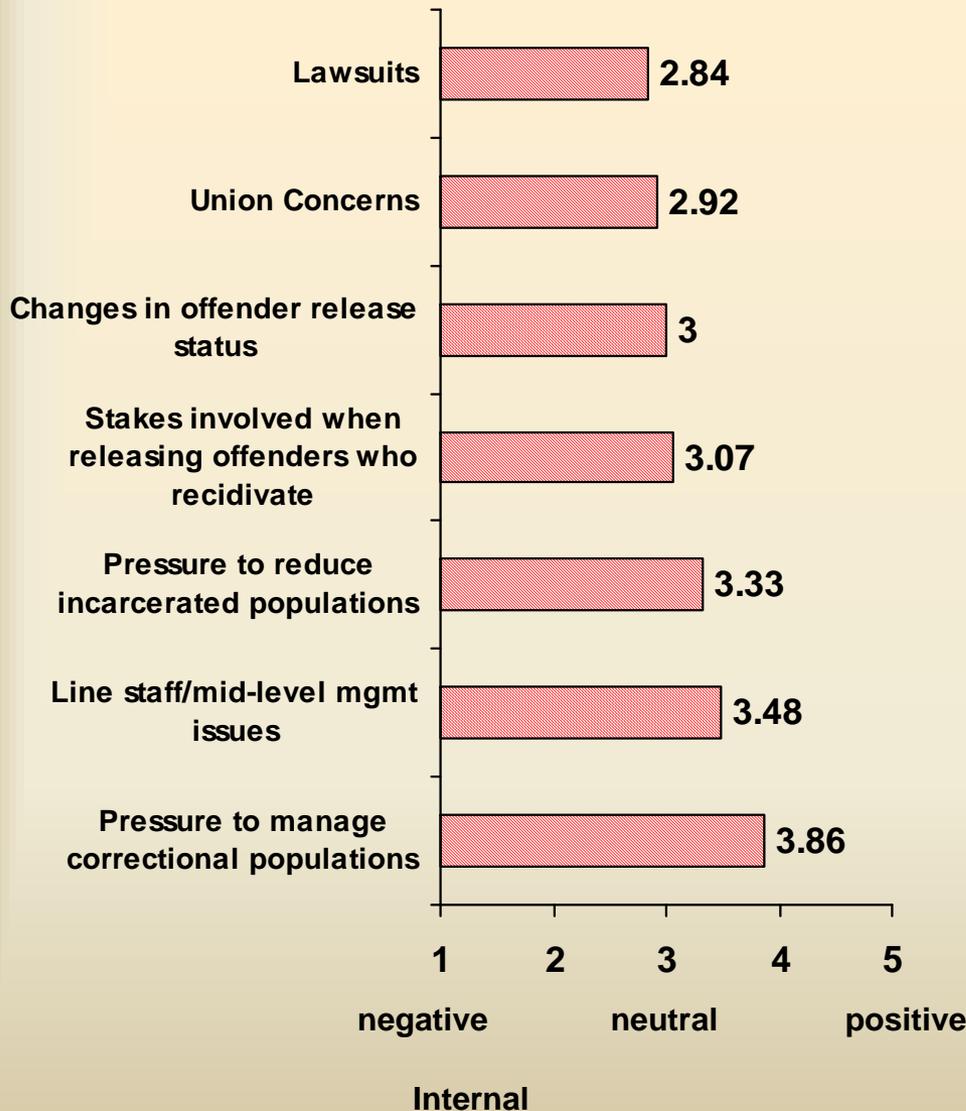
N = 142 for CO,
N = 54 for TX



Organizational Capabilities: External

- The external environment affects substance abuse treatment in a variety of ways (legal mandate, resources, political influence, etc.); effective organizations have capabilities that enable them to manage these external factors in ways that best support substance abuse treatment programs.
- External organizational capabilities represent the organization's ability to cross organizational boundaries and build relationships that will facilitate its capacity to obtain the resources, information, and support needed to develop and implement effective programs.
- The external environment factors and external organizational capabilities that were measured included:
 - **Warden ratings of factors influencing tx services** – the degree to which factors, many of them external to corrections, influence tx services in their prison.
 - **Warden Involvement with Other Offices** –the level of involvement wardens had with external agencies, offices, and programs in order to improve substance abuse treatment for offenders.
 - **Warden Communication within Prisons** –the frequency of warden communication with individuals holding various positions within their prison.
 - **Coordination of Substance Abuse Treatment** –whether wardens were aware of a person dedicated to coordinating substance abuse treatment service in their system. We also measured how frequently the wardens communicated with this person.

Influences on Delivery of SA Treatment



% Warden Involved with Agencies to Improve SA Tx for Offenders

	Little or none	Share problems/ needs
Law Enforcement Agency	80%	13%
Probation/Parole	65%	23%
Courts	71%	19%
Mental Health Tx Programs	61%	29%
Health Care Programs	65%	23%
Sub. Abuse Tx Programs	32%	45%
Juvenile justice Agencies	84%	10%

Major Findings

- Low level of substance abuse treatment programming within MD DOC facilities
- MD DOC facilities lack the strong culture and leadership necessary to support and sustain offender programs
- A strategic approach is necessary for developing both internal and external organizational capabilities to effectively administer substance abuse treatment

Next Steps

- Initiate plan for expanding substance abuse treatment in MD DOC facilities
- Consider survey results as baseline measure of substance abuse treatment programming in MD DOC to measure future progress
- Meet with wardens and their management teams to review survey findings and DOC-level plans for expanding substance abuse treatment services
- Require wardens to meet with their staff to review findings and initiate action plans for acting on feedback; introduce measures that will be used to gauge progress at the prison level (e.g., substance abuse treatment services offered)
- Build leadership skills of wardens and their management teams to implement successful development and implementation on action plans