Implementing Evidence Supported Drug Treatment in Corrections-Provider Networks: Comparing Three Models of Inter-organizational Change

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Organizational Coaches, Facilitators, & Change Agents

- Organizational Facilitators or Coaches shown to promote process improvement and the adoption of evidence-based practices (Bryce et al., 1995; Craig et al., 1997; Goldberg et al., 1998; Lotus-Hill & Harvey, 1999; McCormack & Wright, 2000).
- Facilitation generally defined as “the process of enabling, helping, or encouraging another…” (Lotus-Hills & Harvey, 1999).
- Organizational coaching and facilitation delivered by individuals internal to the organizational target or through a consultant or agent external to the organizational target.
- Important influences affecting the effectiveness of facilitators include the personal characteristics of the facilitator, the facilitation style, and the relative degree of authority that is vested with the coach or facilitator (Hurley et al., 2002).
- Facilitated process improvement initiatives exemplified by “process improvement coach” in NATX and the facilitator in the Veteran Affairs Quality Enhancement Research Initiative (QUERI) (Stetler et al., 2006).

Across CJDATS studies, 3 types of organizational facilitators and coaches are being evaluated.

Data Collection

All CJDATS studies use core instrument, the Baseline Survey of Organizational Characteristics (BSOC), administered at Baseline and at Follow-up.

- Parallel sets of BSOC surveys for correctional agencies and substance abuse treatment agencies. Within each set, three survey forms developed:
  - Executive: captures characteristics of the facility or unit. Includes: size and turnover of workforce, size and characteristics of offender/population, types of services/ programs provided at the facility. parent organization leadership structure.
  - Director: information is obtained from clinical and correctional directors/managers. Includes: Needs and Pressures for Change, Resources, Staff Attributes, Organizational Climate, Openness and Divergence (Areons, 2006). Tolerance for Ambiguity (Kirkton, 1981), Service Coordination & Belief in Relationalization.
  - Staff: captures information from line/staff (treatment staff or correctional probation/parole officers). Same items and scales from Directors’ versions (above) with wording adjusted for respondent type.

Each study also includes study specific measures administered at varying points in time depending on study design and implementation phases.

Context

- 10 research centers across the country
- Each center linked with multiple institutional (jails and prisons) and community (probation and parole) correctional agencies, in collaboration with community based treatment providers.

Change Teams

- Evidence supports Change Teams as a means to implement process improvements, new technologies, and evidence supported treatments.
- Change Teams have a rich history in criminal justice systems, including correctional settings, local police departments, and more recently, in court settings (Duffee et al., 1994; Tools & Grant; 1969; Tools, Grant, & Gavin, 1975; educational settings (Benz et al., 1991), and primary healthcare settings (Hwyderch et al., 2006).
- When process improvement initiatives cut across organizational boundaries, the process improvement must focus on both:
  - intra-agency, on the context, systems, and behavior within the participating organizations, and
  - inter-agency, on the degree, quality, and historical context of the communication, coordination, and collaboration operating between the participating organizations.

Inter-agency change teams well documented in criminal justice settings (Kennedy, 1997, 1998, Kennedy, Pleth, & Braga, 1996; McEwen et al., 2003, ), community mental health (Cocozza et al., 2000), child welfare (Watkin et al., 2008), and secondary educational settings (Halpern et al., 1997).

- Inter-agency teams effectively promote new social settings across organizational boundaries, affording opportunities for organizational members to “unfreeze” existing attitudes, perceptions, and behaviors, and allow for team members to create a shared sense of discovery and development (Adams, Foster, & Saliem, 2002).

- Inter-organizational change teams, comprised of representatives from a correctional agency and at least one community based treatment or service agency, are a common organizational intervention across CJDATS’ studies.

Practice Aim

- Improving Best Practices in Assessment & Case Planning: Organizational Process Improvement Intervention (OPI)
- Medication-Assisted Treatment Intervention in Community Correctional Environments (MAT-ICE)
- HIV Services & Treatment Implementation in Corrections (HIV-STIC)

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- Implement improvements in the referral process for opioid- and alcohol-dependent adults under community correctional supervision to insure receipt of MAT when medically appropriate.

Practice Aim

- Implement improvements in one or more dimensions (measurement & instrumentation, integration with case plan, conveyance & utilization, service activation and provision) of assessment and case planning processes for offenders under institutional or community correctional supervision and in transition to community re-entry/community substance abuse treatment agency.

Practice Aim

- Internal Connections Coordinator: • Facilitate integration activities, operationalize and implement Pharmacotherapy Exchange Council (PEC) strategic plan
- External Facilitator/Coach: • Certified by University of Wisconsin in the NATX model of process improvement

Facilitation/ Intervention

- Local change team & change team leader
- Multi-site randomized delayed start time series

Local Change Team

- 10 local change teams have been formed and operational, some since August 2010
- 4 teams have completed a Needs Assessment with implementation planning underway
- 11 delayed start local change teams will be launched, some beginning in August – September 2011 window

Current Status

- Knowledge, Perception and Information workshops on MAT have been provided at all study sites
- Pharmacotherapy Exchange Councils (PEC) in formation with all scheduled for launch by July 2011

Design

- Multi-site randomized cluster

Design

- Site assessments completed
- Data collection instruments finalized
- Baseline training curriculum developed with trainings to begin in July 2011

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Goal of CJDATS

To understand and improve the processes through which agencies adopt, implement, and sustain quality improvements for treating drug involved offenders.