The Role of Facilitation in Organizational Change in Correctional Settings: A Mixed Methods Analysis

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This study is funded under a cooperative agreement from the U.S. Department of Health and Human Services, National Institutes of Health, National Institute on Drug Abuse (NIH/NIDA), with support from the Substance Abuse and Mental Health Services Administration (SAMHSA) and the Bureau of Justice Assistance, US Department of Justice. The authors gratefully acknowledge the collaborative contributions by NIDA; the Coordinating Center, AMAR International, Inc.; and the Research Centers participating in CJ-DATS. The Research Centers include: Arizona State University and Maricopa County Adult Probation (U01DA025307); University of Connecticut and the Connecticut Department of Correction (U01DA016194); University of Delaware and the New Jersey Department of Corrections (U01DA016230); Friends Research Institute and the Maryland Department of Public Safety Correctional Services' Division of Parole and Probation (U01DA025233); University of Kentucky and the Kentucky Department of Corrections (U01DA016205); National Development and Research Institutes, Inc. and the Colorado Department of Corrections (U01DA016200); University of Rhode Island, Rhode Island Hospital and the Rhode Island Department of Corrections (U01DA016191); Texas Christian University and the Illinois and Virginia Department of Corrections (U01DA016190); Temple University and the Pennsylvania Department of Corrections (U01DA025284); and the University of California at Los Angeles and the Washington State Department of Corrections (U01DA016211). The views and opinions expressed in this report are those of the authors and should not be construed to represent the views of NIDA nor any of the sponsoring organizations, agencies, CJ-DATS partner sites, or the U.S. government. Special thanks to everyone involved in data cleaning.
Rico Rivera, Nicole Janich, Shawna Malvini-Redden, & Cate McKay – data management and analysis.

The Facilitators for their meticulous attention to reporting, their participation in nearly 100 learning circle calls, and their revisions to the OPII facilitator manual.
<table>
<thead>
<tr>
<th>Practice Aim</th>
<th>OPII</th>
<th>MATICCE</th>
<th>HIV-STIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment &amp; Case Planning &amp; Service Referral</td>
<td>MAT</td>
<td>HIV Services</td>
<td></td>
</tr>
<tr>
<td>Setting</td>
<td>Institutional Or Community</td>
<td>Community</td>
<td>Institutional</td>
</tr>
<tr>
<td>Agent</td>
<td>External Facilitator</td>
<td>Internal Connections Coordinator</td>
<td>External Coach</td>
</tr>
<tr>
<td>Change Team</td>
<td>Local Change Team &amp; Change Team Leader</td>
<td>Pharmacotherapy Exchange Council (PEC)</td>
<td>Local Change Team &amp; Change Team Leader</td>
</tr>
</tbody>
</table>

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“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, & Salem, 2002
Facilitation

“the process of enabling, helping, or encouraging action…”

“a technique by which one person makes things easier for others”

Task Specific

✓ Achieving Tasks & Goals
✓ Doing for Others

Holistic

✓ Empowering Individuals & Teams
✓ Enabling Others

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### Organizational Process Improvement Intervention (OPII) Phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Development</strong></td>
<td>✓ Local Change Team (LCT) formed</td>
</tr>
<tr>
<td></td>
<td>✓ Project introduced at Kick-Off Meeting</td>
</tr>
<tr>
<td><strong>Needs Assessment</strong></td>
<td>✓ LCT identifies relative strengths &amp; weaknesses in current assessment &amp; case planning processes</td>
</tr>
<tr>
<td><strong>Process Improvement Planning</strong></td>
<td>✓ LCT identifies goals for improvement in 1 or more dimensions of the assessment continuum</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>✓ LCT implements identified goals and objectives</td>
</tr>
<tr>
<td><strong>Follow-Up</strong></td>
<td>✓ LCT assesses the sustainability of goals achieved</td>
</tr>
<tr>
<td></td>
<td>✓ LCT assesses OPII implementation strategy</td>
</tr>
</tbody>
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Conceptual Model

Facilitation
- Contact Quality
- Contact Intensity

Quality of Relationship
- Bond
- Task Agreement

Change Team Goals
- Commitment
- Feasibility

Change Team Process
- Burden
- Cohesion

Outcomes
- Depth of Change
- Interdependence
- Goal Attainment

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Research Questions:

- What are the critical skills and characteristics of organizational facilitators?
- What is the value of organizational facilitation for interagency change team members?
- Does facilitator style and/or intensity of service provision impact effectiveness of change team goal attainment and/or change team member satisfaction with the process?
Qualitative Data Sources

Facilitator Generated Data
- Facilitator Progress Notes
- Facilitator Learning Circle calls
- Facilitator Interviews, one time point
- Facilitator Manual, v. 5.0

Change Team Generated Data
- Qualitative Interviews, three time points

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Quantitative Data Sources

Facilitator Generated Data
- Contact Logs
- Working Alliance

Change Team Generated Data
- Working Alliance
- Staff Satisfaction
- Goal Commitment
Initiator of Contact

- Local Change Team Leader: 21.1%
- Facilitator: 62.3%
- Other Member of Local Change Team
- Principal Investigator
- CB Executive Sponsor
- CJ Co-PI
- Other

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Topography of Facilitator Contact b/w Facilitator and LCT

- Email, 37.4%
- On-Site, 31.8%
- Telephonic, 18.2%
- Other, 12.4%

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Average Monthly Rate of Contact b/w Facilitators and Local Change Teams

<table>
<thead>
<tr>
<th></th>
<th>Early</th>
<th>Delayed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>4.58</td>
<td>3.31</td>
</tr>
<tr>
<td>Median</td>
<td>4.69</td>
<td>2.78</td>
</tr>
<tr>
<td>SD</td>
<td>1.96</td>
<td>2.10</td>
</tr>
<tr>
<td>Range</td>
<td>1.54 - 7.62</td>
<td>1.2 - 7.2</td>
</tr>
</tbody>
</table>

Mean # Contacts Per Month

Fac 1  Fac 2  Fac 3  Fac 4  Fac 5  Fac 6  Fac 7  Fac 8

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Average Monthly Duration of Contact b/w Facilitators and Local Change Teams

<table>
<thead>
<tr>
<th></th>
<th>Early</th>
<th>Delayed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average</strong></td>
<td>7.88</td>
<td>5.20</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>7.99</td>
<td>4.80</td>
</tr>
<tr>
<td><strong>SD</strong></td>
<td>3.40</td>
<td>2.29</td>
</tr>
<tr>
<td><strong>Range</strong></td>
<td>2.82 - 14.11</td>
<td>2.36 - 8.68</td>
</tr>
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Monthly Contact Rate, by Phase

CJ-DATS is funded by NIDA in collaboration with SAMHSA and BJA.
Monthly Contact Rate Duration, By Phase

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## Emergent Dimensions of Facilitator Skills and Characteristics

<table>
<thead>
<tr>
<th>Doing Dimension</th>
<th>Enabling Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Staying Focused</td>
<td>✓ Physical Presence</td>
</tr>
<tr>
<td>✓ Logistical/Task Support</td>
<td>✓ Facilitator Style – Positive</td>
</tr>
<tr>
<td>✓ Developing Objectives</td>
<td>✓ Facilitator Style – Negative</td>
</tr>
<tr>
<td>✓ Adaptability</td>
<td>✓ Facilitating Dialogue</td>
</tr>
<tr>
<td>✓ Assessing LCT Progress</td>
<td>✓ Establishing Good Communication Patterns</td>
</tr>
<tr>
<td>✓ Interagency Communication</td>
<td>✓ Balancing Task and Relational Goals</td>
</tr>
<tr>
<td>✓ External Challenges</td>
<td>✓ Fairness/Perspective Taking</td>
</tr>
<tr>
<td></td>
<td>✓ Improved Relations</td>
</tr>
</tbody>
</table>
“As facilitator, I push for as much detail as possible about who is going to do what task and when so I can help guide the process because this is where it tends to go downhill.”

“Prior to full LCT meeting, {facilitator} met with the working group to develop objectives & work plans in the goal area to provide more diverse and intensive treatment options…”

“And even though there were times where the situation was a little tense, because there was some dilemma between the provider agencies and probation, but it got—but everybody really kept at it at a good professional level {facilitator} facilitated, even—and he didn’t stop it from happening, which I thought was a good thing, ‘cause there things we need to get off our chest”
Doing Exemplars

“...spent time drafting the official request to Parole Management with supporting materials to the Associate Director, in order to get the programming in the system to...make electronic referrals”

“...conducted literature review to find evidence to support the teams’ hypothesis that prioritizing offender treatment placement according to amenability/motivation scores will improvement in-treatment outcomes....will send to team members for review”

Instances of logistical support including using Doodle poll and Outlook & sending post-meeting task reminders
**Strengths & Limitations**

Diversity of Correctional Settings & Community Agencies

**Innovative Design**

**Quantitative Data**
- Multi-Level Measures
- Inconsistencies in Sampling & Collection
- Instrumentation
- Low Power

**Qualitative Data**
- Rich, Multi-Source Data
- Some Limitations on Analytical Capacity
- Limited Qualitative Research Questions

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Next Steps

✓ Finalize psychometrics and scale construction

✓ Continue analysis and interpretation of facilitator-generated information

✓ Conduct appropriate statistical analyses to test the conceptual model

✓ Develop hand-off curriculum of facilitation training in collaboration with the PSATTC (Pacific Southwest Addiction Technology Transfer Center)
Thank you

Questions?

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