



Introduction

Massachusetts
Department of Correction

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Commissioner

CY16 Gap Analysis Report

The Massachusetts Department of Correction's (MA DOC) vision is to effect positive behavioral change in order to eliminate violence, victimization, and recidivism. Motivating and recommending offenders to participate and complete evidence based programs is one of the many strategies the MA DOC utilizes to effect positive behavioral change. In order for the MA DOC to make informed decisions and document progress towards this vision, a **gap** analysis is implemented for measuring and reporting offenders' participation in evidence based programs.

The following analysis captures our programming gaps, provides benchmarks for strategic planning, promotes transparency, and creates a roadmap for efficiently managing resources. This leads to the development of numerous strategies to improve programming outcomes and reduce programming gaps, such as re-allocating resources, maximizing program capacity, and creating a culture of program compliance via the Program Engagement Strategy*1. Most importantly, programming outcomes within this report document progress towards the goals outlined in the MA DOC Classification, Programs, and Reentry Performance Based Plan.

In regards to the MA DOC's programming processes, the department conducts a risk assessment on male criminally sentenced offenders that are serving a minimum of one year and are not sentenced to life without parole. Offenders who score moderate-to-high risk to recidivate on their risk assessment are eligible for a needs assessment. An offender's needs assessment scores identify criminogenic need areas that should be addressed with corresponding evidence based programming prior to release in order to reduce the likelihood of recidivating.

Therefore, offenders with a substance abuse, anger, or criminal thinking need are recommended for the Correctional Recovery Academy (CRA) Program, Violence Reduction Program (VRP), Criminal Addictive Thinking Program (CAT), respectively. This report will illustrate the MA DOC's progress towards promoting positive behavioral change by means of programming prior to an offender's release.

*1- Program Engagement Strategy is a tool piloted at MCI-Concord, MCI- Norfolk, and NCCI-Gardner that employs a balanced approach of incentives and consequences to increase program participation and decrease refusals and terminations. For example, offenders that refuse to participate in recommended programming may lose privileges, such as preferred housing, employment, preferred program placement, and seniority date.

Releases to the Community *2:

From January 1, 2016 through December 31, 2016, a total of 1,464 male offenders released to the community from MA DOC custody that began this admission as a new court commitment*3. Seventy-six percent (n=1,114) of releases completed a needs assessment, and were recommended for programming based on their corresponding criminogenic need areas. The following analysis depicts this release cohort's progress towards addressing their criminogenic needs prior to release.

Methodology:

Offenders may have multiple outcomes for a specific program due to being recommended for a program until it is completed. For example, an offender may initially refuse to participate in a program; however, on a subsequent program recommendation decide to enroll and go on to complete a program. Therefore, a hierarchy of program outcomes has been established to measure the highest level of participation an offender has achieved during their incarceration. Each offender's highest program outcome within the hierarchy below is reflected in the following charts for each program.

Program Outcome Hierarchy:

- Completed Program
- Participated
- Refused to Participate
- Accepted
- Ineligible
- Program not Available
- No recommendation/No recommendation outcome/
Pending override approval (POA)*4

The **gap** is the percentage of offenders who did not complete or participate corresponding core programming to a need area prior to their release:

$$\text{gap} = 100\% - (\% \text{ Completed Program} + \% \text{ Participated in Program})$$

The total sum of eligible offenders is based upon the sum of offenders with a corresponding need (i.e., substance abuse, anger, or criminal thinking) and those with a program override entry. *5

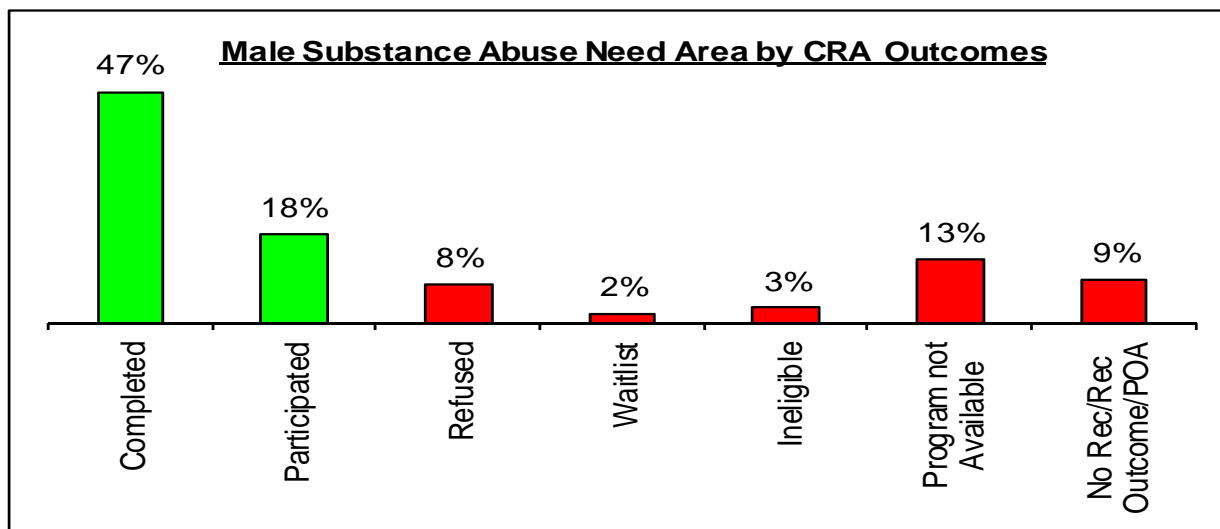
*2- A release to community occurs when an inmate is released from the custody of the Massachusetts Department of Correction by way of parole or discharge to the street. Conditions warranting a release to community include: parole, good conduct discharge, and expiration of sentence.

*3- Individuals committed by the courts to the Massachusetts Department of Correction as a result of a criminal offense. Therefore, this analysis excludes offenders who were re-admitted and subsequently released.

*4- Incomplete program recommendations due to an offender obtaining an early release via parole, or being transferred before a recommendation can be completed at their prior facility.

*5- As part of the MA DOC case management model, when an offender does not score moderate to high risk for a criminogenic need area based on their needs assessment, a program recommendation is formulated by their Correctional Program Officer (CPO) due to documented evidence that the offender can benefit from participating in such a program.

Chart 1: Release Cohort Male Substance Abuse Need Area by Correctional Recovery Academy (CRA) Outcomes



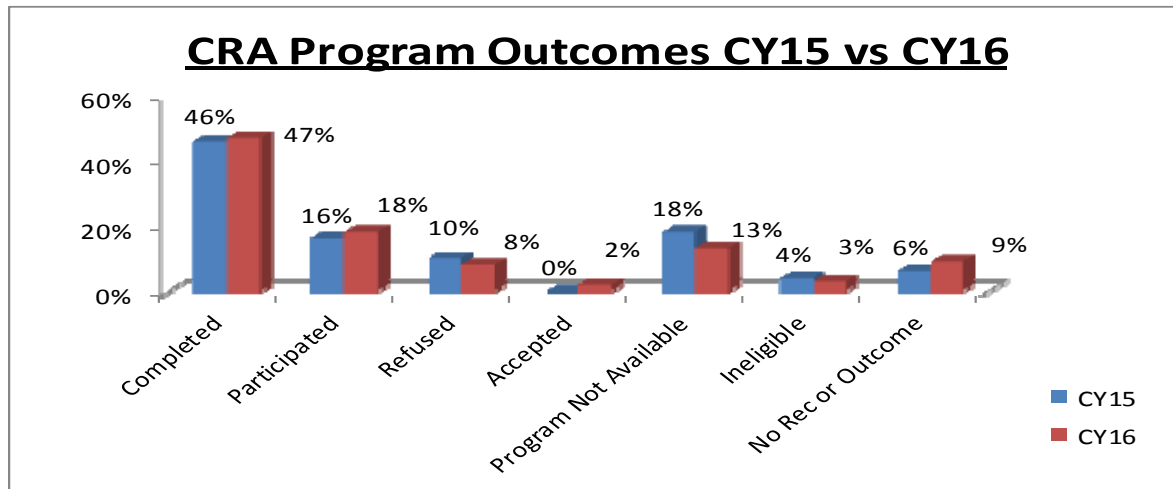
CRA Program Outcomes:

- **35% gap**
- **65%** Participation Rate (sum of Completed and Participated)
- **13%** released without being housed in a facility that offered CRA programming
- **2%** released on the waitlist
- **8%** of eligible offenders refused to participate in programming
- **72%** of offenders that enrolled in the program went on to complete the program
- **Performance Based Goal** is 70% Participation Rate

4th Quarter CY16 CRA Program Outcomes:

- **28% gap**
- **72%** Participation Rate (sum of Completed and Participated)
- **8%** released without being housed in a facility that offered CRA programming
- **8%** of eligible offenders refused to participate in programming

Chart 2: CRA Program Outcomes CY15 vs. CY16



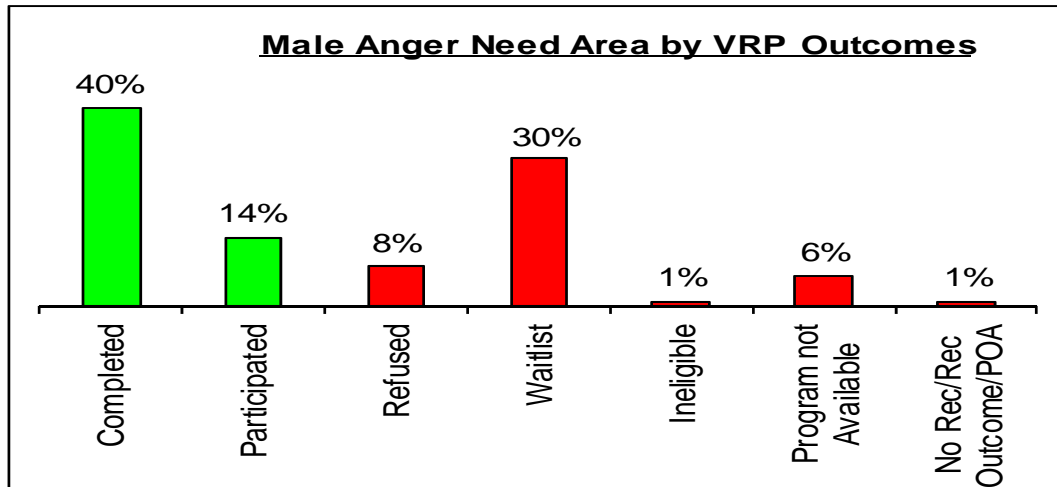
CRA Program Outcomes CY15 vs. CY16:

- **Participation Rate** increased from 62% to 65%, which amounts to a **5%** increase in participation
- **Program not Available** decreased from 18% to 13%, which amounts to a **28%** decrease in program not available
- **Refusal Rate** decreased from 10% to 8%, which amounts to a **20%** decrease in declines

Strategies:

- Reduce the Refusal Rate by expanding the Program Engagement Strategy to facilities that do not implement this practice.
- Reduce the number of releases with Program not Available by collaborating with the Classification Division to identify offenders with a substance abuse treatment need that are housed at facilities without the CRA Program.
- The outcome of No Rec or Outcome will be eliminated via Automated Program Recommendations which will be implemented in CY17.

**Chart 3: Release Cohort: Male Anger Need Area by
Violence Reduction Program (VRP) Outcomes**



VRP Outcomes:

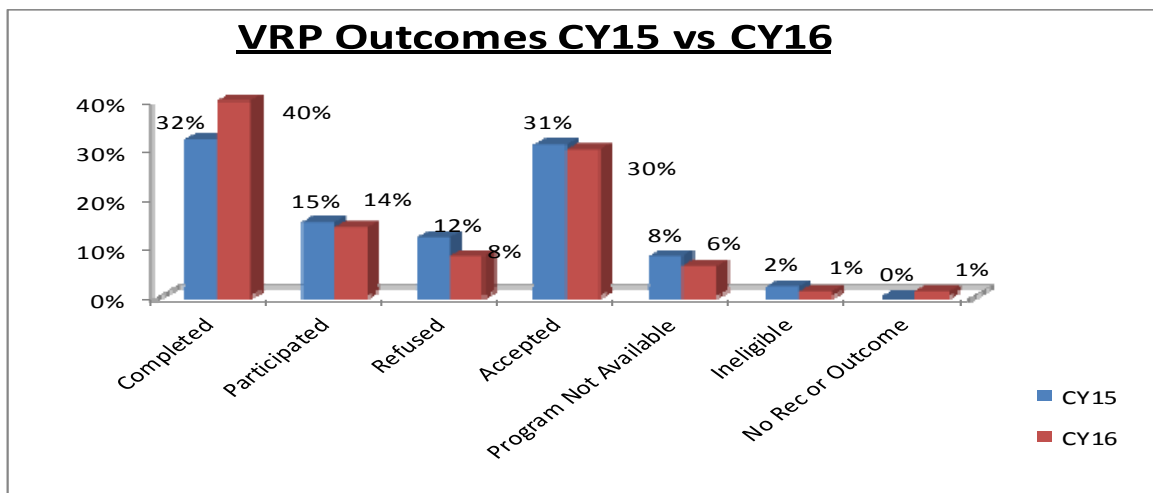
- **46% gap**
- **54%** Participation Rate
- **6%** released without being housed in a facility that offered Violence Reduction Program
- **30%** released on the waitlist
- **8%** of eligible offenders refused to participate in programming
- **74%** of offenders that enrolled in the program went on to complete the program
- **Performance Based Goal** of 40% completion rate has been achieved , next goal is **50% for CY17**

4th Quarter CY16 VRP Program Outcomes:

- **34% gap**
- **66%** Participation Rate (sum of Completed and Participated)
- **19%** released on the waitlist



Chart 4: VRP Program Outcomes CY15 vs. CY16



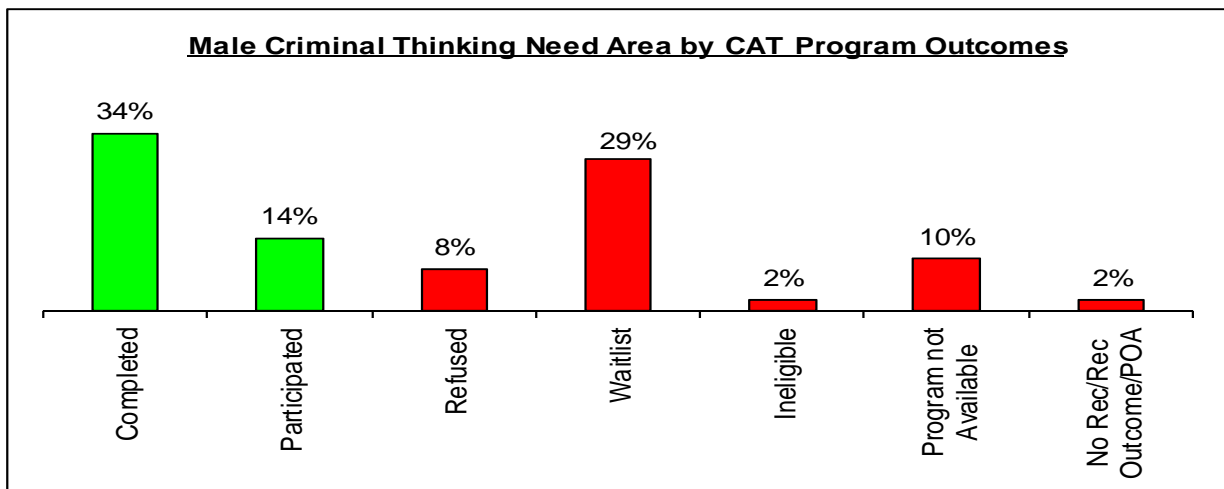
VRP Program Outcomes CY15 vs. CY16:

- **Participation Rate** increased from 47% to 54%, which amounts to a **15%** increase in participation
- **Waitlist** decreased from 31% to 30%, which amounts to a **3%** decrease in releases on the waitlist
- **Refusal Rate** decreased from 12% to 8%, which amounts to a **33%** decrease in declines

Strategies:

- Based on clinical decisions, inmates enrolling in the CRA program that also have Anger or Criminal Thinking criminogenic treatment need are offered a CRA program structure that includes VRP and CAT.
- Developed Maintenance Programming for VRP and CAT, this allows inmates the opportunity to continue program treatment until release.

Chart 5: Release Cohort Criminal Thinking Need Area by Criminal Addictive Thinking (CAT) Program Outcomes



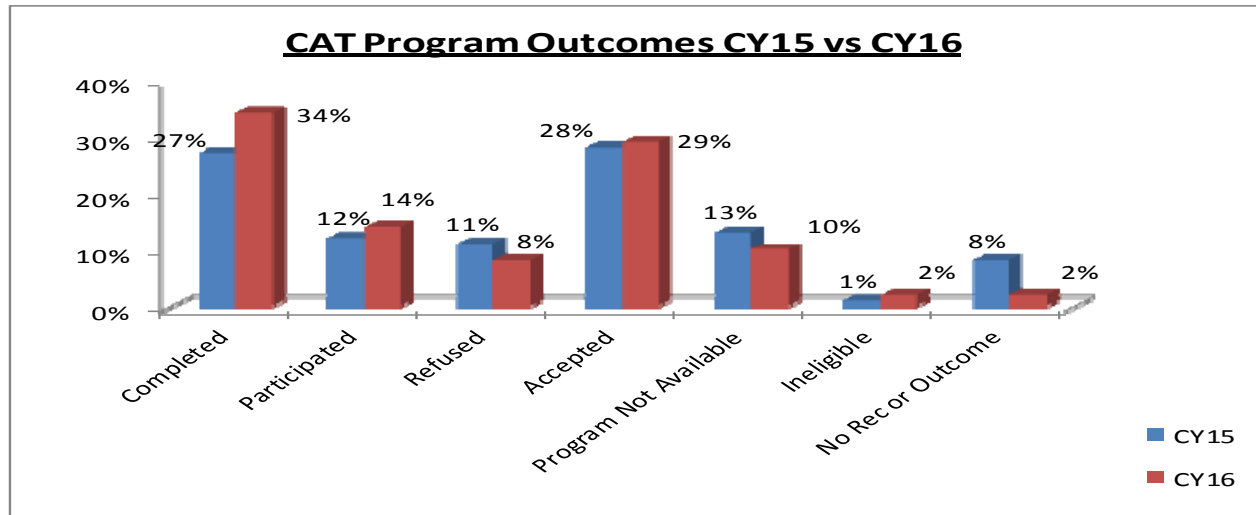
Criminal Thinking Program Outcomes:

- **52% gap**
- **48%** Participation Rate
- **10%** released without being housed in a facility that offered Criminal Thinking Program
- **29%** released on the waitlist
- **8%** of eligible offenders refused to participate in programming
- **70%** of offenders that enrolled in the program went on to complete the program
- **Performance Based Goal** is 40% completion rate

4th Quarter CY16 CAT Program Outcomes:

- **38% gap**
- **62%** Participation Rate (sum of Completed and Participated)
- **23%** released on the waitlist

Chart 6: CAT Program Outcomes CY15 vs. CY16



CAT Program Outcomes CY15 vs. CY16:

- **Participation Rate** increased from 39% to 48%, which amounts to a **23%** increase in participation
- **Waitlist** increased from 28% to 29%, which amounts to a **4%** increase in releases on the waitlist
- **Refusal Rate** decreased from 11% to 8%, which amounts to a **27%** decrease in declines

Strategies:

- Based on clinical decisions, inmates enrolling in the CRA program that also have Anger or Criminal Thinking criminogenic treatment need are offered a CRA program structure that includes VRP and CAT.
- Developed Maintenance Programming for VRP and CAT, this allows inmates the opportunity to continue program treatment until release.

CY16 Gap Analysis Report Conclusion

MA DOC continues to implement strategies that have targeted reducing the following three recommendation outcomes:

- ***Waitlist***
- ***Refusal Rate***
- ***Program Not Available***

Waitlist:

- Increased CAT and VRP program capacity and availability
- Based on the last quarter of CY16, the number of inmates on the CAT and VRP waitlist at time of release is reducing significantly

Decline Rate:

- The Program Engagement Strategy is reducing the number of inmates that decline to participate in programs; however, this tool is not implemented at all of the facilities. The goal is to continue expanding this strategy to additional facilities that exhibit above average rates refusal rates.

Program Not Available:

- Collaboration with the Classification Division, as well as re-allocating program resources to facilities based on the treatment needs of the inmate population.

Our strategies have targeted inmates releasing on the waitlist, those who decline to participate, and collaboration with Classification Division to reduce the number of “program not available” outcomes. MA DOC is promoting a performance based culture to improve the outcomes presented in this report, with the goal of targeting inmates that did not enroll in a program at any point in their incarceration.



GAP ANALYSIS REPORT INFORMATION

Risk Assessment- Tool utilized by the MA DOC to identify offenders who are moderate to high risk to reoffend and prioritize them for programming.

Need Assessment- Tool utilized by the MA DOC to place offenders in the appropriate programs that will aid in their reentry to society, and will most likely reduce the offender's chance of reoffending.

Program Override Entry- Occurs when an offender does not score moderate to high risk for a criminogenic need area based on their needs assessment, and a program recommendation is formulated by their Correctional Program Officer (CPO) due to evidence that the offender can benefit from participating in such a program.

Correctional Recovery Academy (CRA) - is an intensive skill-based residential substance abuse treatment program located at four institutions with a capacity of 528 beds. The CRA targets substance abuse and relapse prevention. The program utilizes rolling admissions and combines the elements of a therapeutic community's social learning approach with an advanced cognitive behavioral curriculum.

Criminal Thinking Program- is designed to focus on altering the pro-criminal thinking patterns that have been identified as separating those who are serious repeat offenders from those who are not. The program focuses specifically on criminal sentiments and how to develop pro-social alternatives for them. The program assists the offender in developing pro-social alternatives to past activities and associates.

Violence Reduction Program- targets cognitions that contribute to violent behavior. The goals of the program are to decrease violent behavior and the likelihood of institutional disturbances. During the program inmates identify the specific cognitions which have led to their violent behavior. Once identified, they are taught pro-social strategies and skills to diminish the likelihood of continued violence.

Substance Abuse Need- Offenders with a score from 3 to 10 on their needs assessment for substance abuse need area, or score High on the Texas Christian University Drug Screen (TCUD).

Substance Abuse Total Number Eligible- The sum of offenders with a substance abuse need, and those with a program recommendation override.

Criminal Addictive Thinking Need- Offenders with a score from 6 to 10 on their needs assessment for criminal thinking need area.

Criminal Addictive Thinking Total Number Eligible- The sum of offenders with a criminal thinking need, and those with a program recommendation override.

Anger Need- Offenders with a score from 5 to 10 on their needs assessment for anger need area.

Anger Total Number Eligible- The sum of offenders with an anger need, and those with a program recommendation override.

Completed -Outcome issued when an offender satisfactorily completed the program.

Participated- Outcome issued when an offender participates in a program, but does not complete the program. The offender was terminated from the program, or enrolled in the program upon transfer to another facility or released.

Refused - Outcome issued when an offender refuses to participate in programming.

Waitlist- Outcome issued when an offender accepts a program recommendation and is on the waitlist for programming.

Ineligible- Outcome issued when an offender has the need for corresponding programming, but is unable to participate in programming due to various reasons, such as length of time left to serve, or housing unit.

Program not Available- Outcome issued when an offender has the criminogenic need for programming; however, the program is not available at their facility.

Pending Override Approval (POA)/no recommendation outcome/no recommendation- Incomplete program recommendations, due to an offender obtaining an early release via parole, or being transferred before a recommendation can be completed at one's prior facility.

Participation Rate— is the sum of the Completed and Participated .



This brief was written and
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