



Introduction

Massachusetts
Department of Correction

Carol Mici
Commissioner

CY20 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 inmates 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 utilized to measure and report inmates' participation in evidence based programming.

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 outcomes and reduce programming gaps, such as re-allocating resources, maximizing program capacity, and creating a culture of program compliance.

In regards to the MA DOC's programming processes, the department administers a risk assessment to criminally sentenced male inmates who are serving a minimum of one year and are not sentenced to life without parole. Inmates who score moderate or high risk to recidivate on their risk assessment are eligible for a needs assessment. An inmate'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, inmates with a substance use, anger, or criminal thinking need are recommended for the Correctional Recovery Academy (CRA) Program, other substance use treatment at sites without the CRA, 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 inmate's release.



Releases to the Community:¹

From January 1, 2020 through December 31, 2020, a total of 1,330 male inmates released to the community from MA DOC custody who began this admission as a new court commitment.² The following analysis depicts this cohort's progress towards addressing criminogenic needs prior to release.

Methodology:

Inmates may have multiple outcomes for a specific program due to being recommended for a program until it is completed. For example, an inmate 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 inmate has achieved during their incarceration. Each inmate'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
- Waitlist
- Ineligible
- No recommendation³

The **gap** is the percentage of inmates who did not complete or participate in corresponding core programming prior to their release:

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

Participation Rate = % Completed Program + % Participated in Program
The total sum of eligible inmates is based upon the sum of inmates with a corresponding need (i.e., substance use, anger, or criminal thinking) and those with a program override entry.⁴

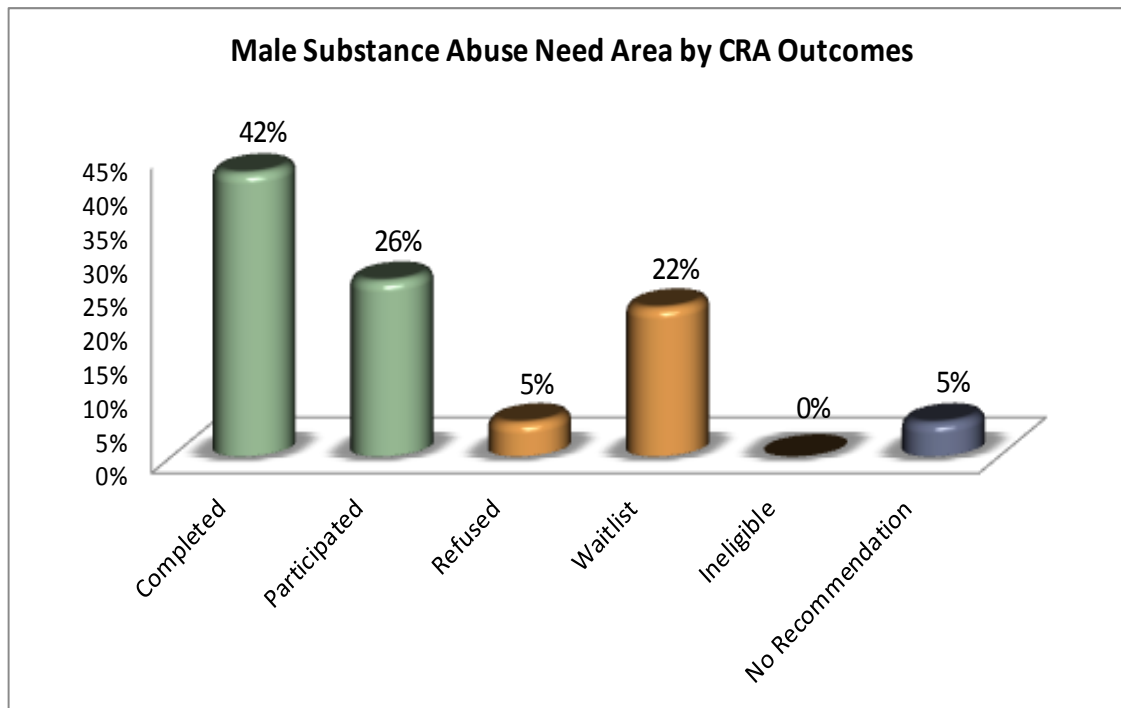
¹- A release to community occurs when an inmate is released from the custody of the Massachusetts Department of Correction by way of parole or discharge to the street. Conditions warranting a release to community include: parole, good conduct discharge, expiration of sentence, parole release to supervision, and medical parole.

²- Individuals committed by the courts to the Massachusetts Department of Correction as a result of a criminal offense.

³- Incomplete program recommendations may be due to an inmate obtaining an early release via parole, or being transferred before a recommendation can be completed at their prior facility.

⁴- As part of the MA DOC case management model, inmates who do not score moderate or high risk for a criminogenic need area based on their needs assessment, a program recommendation may be formulated by their Correctional Program Officer (CPO) due to documentary evidence the inmate can benefit from participating in such a program.

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

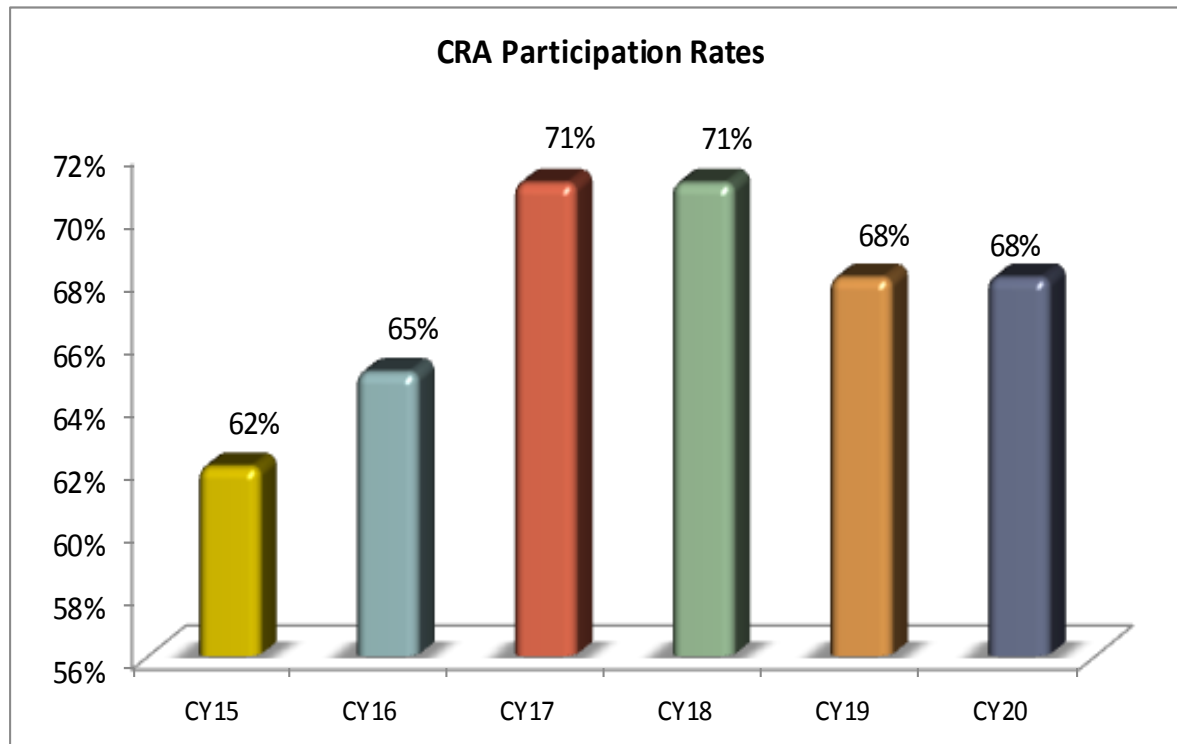


CRA Program Outcomes:

- **32% gap**
- **68%** Participation Rate
- **22%** released on the waitlist⁵
- **5%** of eligible inmates refused to participate in programming

*Please note: Due to rounded percentages listed above, total may not equal 100%.

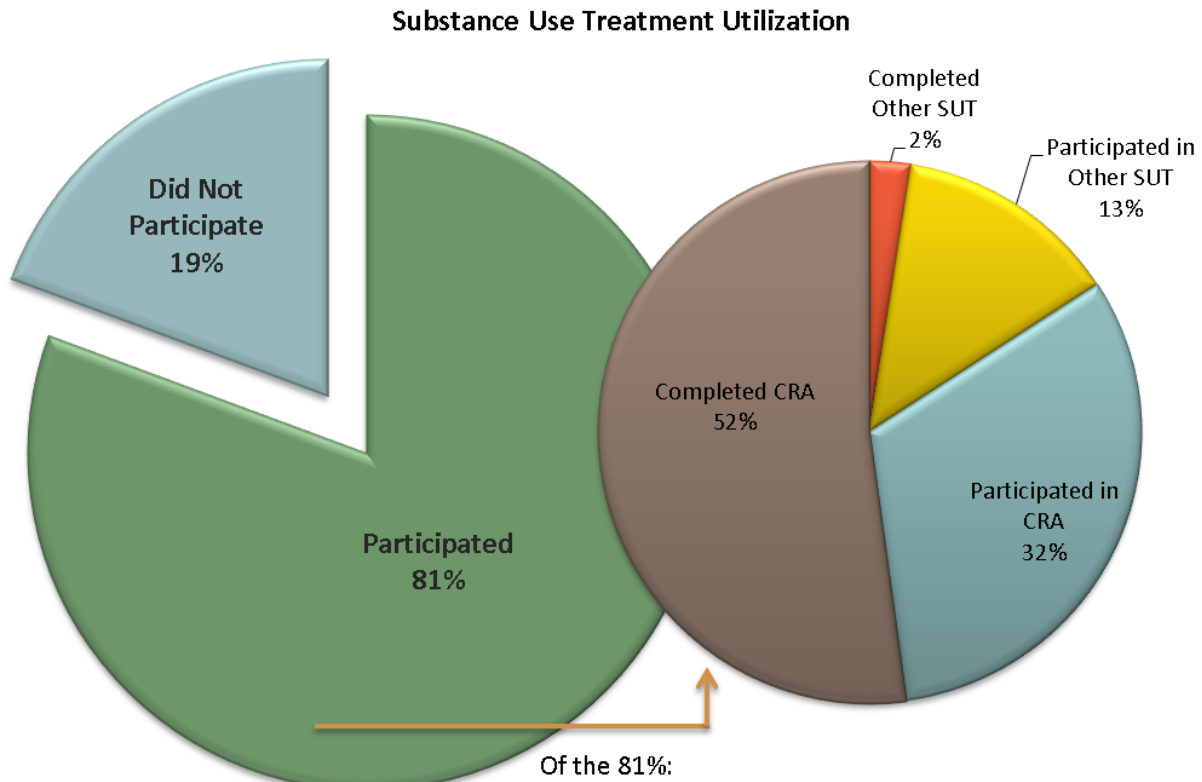
⁵- MA DOC offers multiple substance use treatment programs, the vast majority of inmates released while on the waitlist were recommended for alternative substance use treatment programs based on program availability at each site. This page focuses strictly on one substance use treatment program, the Correctional Recovery Academy, as it has the highest program intensity and longest duration of the substance use programs offered.

Chart 2: CRA Participation Rates**CRA Participation Rates:**

- **Participation Rate** increased from 62% in CY15 to 68% in CY20, which amounts to a **10%** increase
- **Participation Rate** decreased from 71% in CY18 to 68% in CY20, which amounts to a **4%** decrease

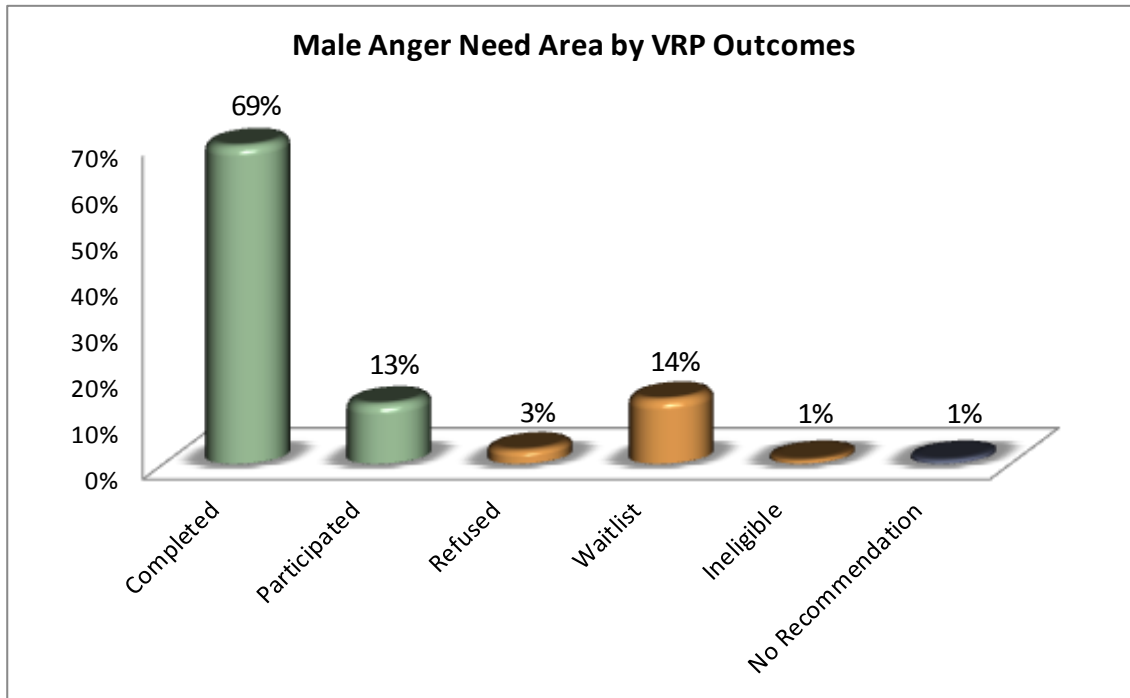
Strategies to Increase CRA Participation Rates:

- Continue to monitor the Program Engagement Strategy (PES) at all PES facilities.
- Continue to review enrollment to ensure maximum utilization of existing capacity
- Monitor utilization as a standing agenda item at the monthly Continuous Quality Improvement Meetings
- CY21 Strategy: Spectrum staff to train in multiple curricula to ensure facilitation of core programs based on the programming needs of the department

Chart 3: Substance Use Treatment Participation Rate**Substance Use Treatment Participation Rate:**

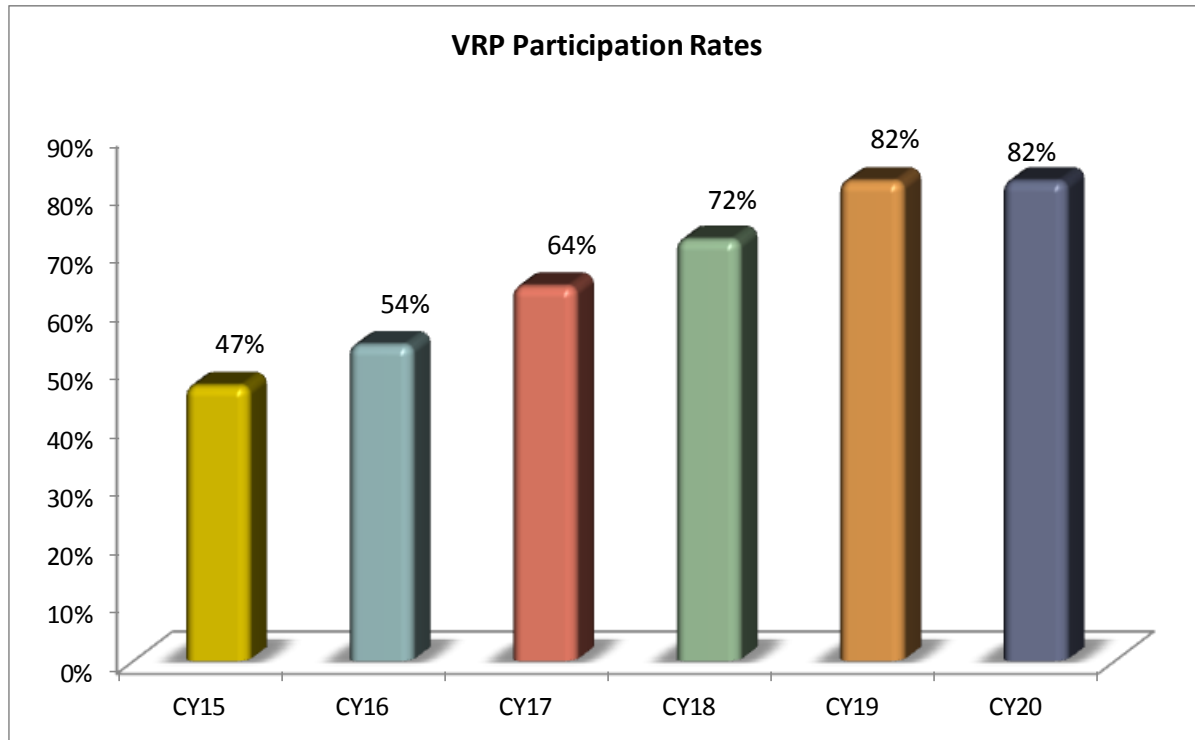
- Previously the Gap Analysis only focused on participation in the residential substance use treatment program, the CRA; however, MA DOC offers numerous non-residential substance use treatment options as well. These programs are strategically allocated to facilities without the CRA program.
- The graph above illustrates the rate of participation in any substance use treatment program
- 81% of inmates eligible for substance use treatment participated in a substance use treatment program
- Of those that participated in substance abuse treatment programs:
 - 15% participated in non-residential substance use treatment
 - 85% participated in residential treatment, CRA

**Chart 4: Male Anger Need Area by
Violence Reduction Program (VRP) Outcomes**



VRP Outcomes:

- **18% gap**
- **82%** Participation Rate
- **14%** released on the waitlist
- **3%** of eligible inmates refused to participate in programming

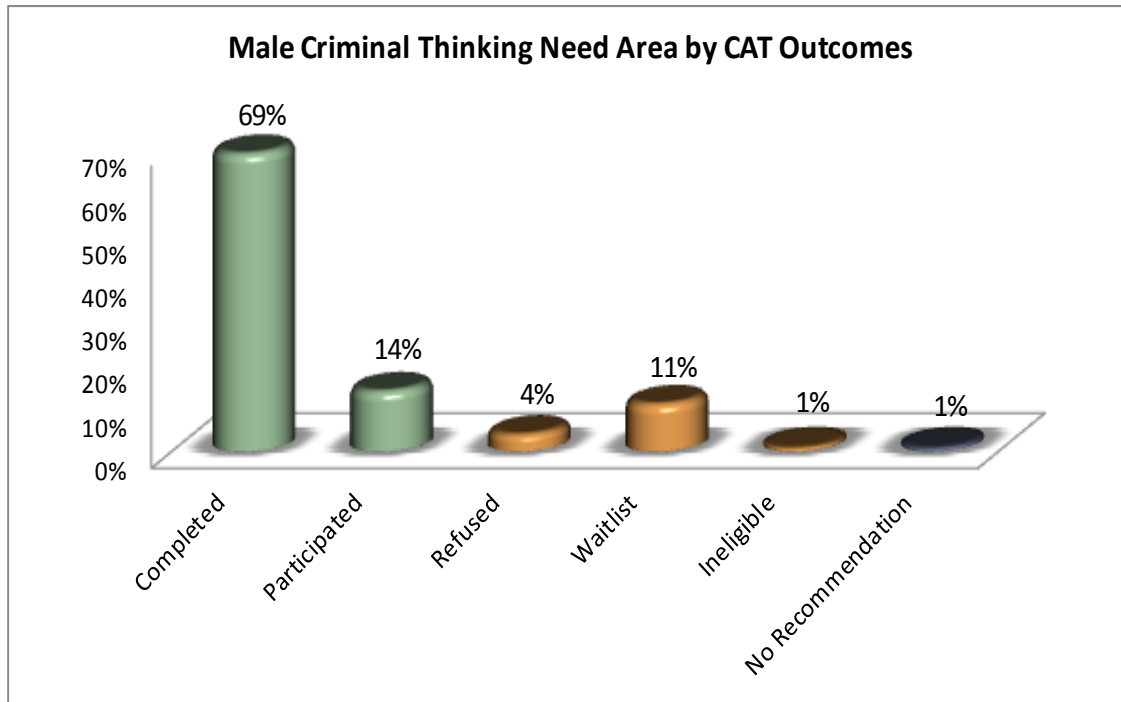
Chart 5: VRP Participation Rates**VRP Participation Rates:**

- **Participation Rate** increased from 47% in CY15 to 82% in CY20, which amounts to a **74%** increase
- **Participation Rate** increased from 72% in CY18 to 82% in CY20, which amounts to a **14%** increase

Strategies to Increase VRP Participation Rates:

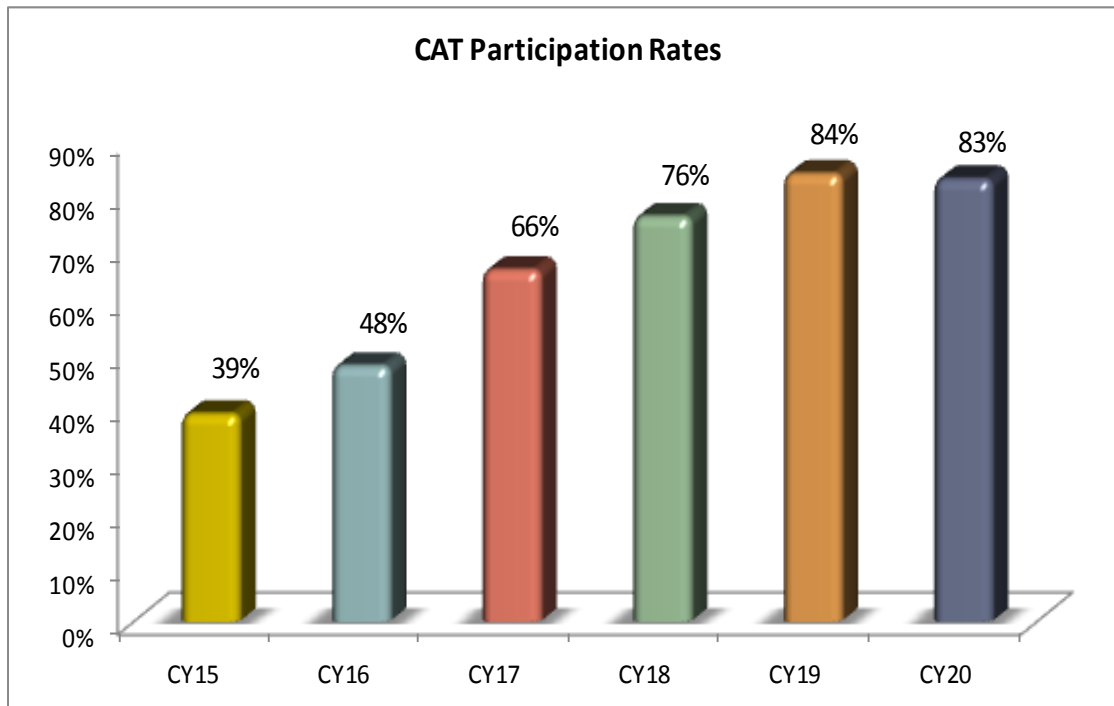
- Monitor the number of tracks of VRP to ensure the needs of the population are met
- Continue to review enrollment to ensure maximum utilization of existing capacity
- Monitor utilization as a standing agenda item at the monthly Continuous Quality Improvement Meetings
- CY21 Strategy: Spectrum staff to train in multiple curricula to ensure facilitation of core programs based on the programming needs of the department

**Chart 6: Criminal Thinking Need Area by
Criminal Addictive Thinking (CAT) Program Outcomes**



Criminal Thinking Program Outcomes:

- **17% gap**
- **83%** Participation Rate
- **11%** released on the waitlist
- **4%** of eligible inmates refused to participate in programming

Chart 7: CAT Participation Rates**CAT Participation Rates:**

- **Participation Rate** increased from 39% in CY15 to 83% in CY20, which amounts to a **113%** increase
- **Participation Rate** increased from 76% in CY18 to 83% in CY20, which amounts to a **9%** increase

Strategies to Increase CAT Participation Rates:

- Monitor the number of tracks of CAT to ensure the needs of the population are met
- Continue to review enrollment to ensure maximum utilization of existing capacity
- Monitor utilization as a standing agenda item at the monthly Continuous Quality Improvement Meetings
- CY21 Strategy: Spectrum staff to train in multiple curricula to ensure facilitation of core programs based on the programming needs of the department

GAP ANALYSIS REPORT INFORMATION

Anger Need: inmates who score between 5 and 10 on their needs assessment for the anger need area.

Anger Total Number Eligible: the sum of inmates with an anger need, and those with a program override entry.

Completed: outcome issued when an inmate satisfactorily completed the program.

Correctional Recovery Academy (CRA): an intensive skill-based residential substance use treatment program located at four institutions. The CRA targets substance use 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 Addictive Thinking Need: inmates who score between 6 and 10 on their needs assessment for the criminal thinking need area.

Criminal Addictive Thinking Total Number Eligible: the sum of inmates with a criminal thinking need, and those with a program override entry.

Criminal Thinking Program: a program designed to focus on altering pro-criminal thinking patterns. The program focuses specifically on criminal sentiments and how to develop pro-social alternatives. The program assists the inmate in developing pro-social alternatives regarding past activities and associates.

Ineligible: outcome issued when an inmate 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.

Need Assessment: tool utilized by the MA DOC to identify individual criminogenic needs. The scores generated by the assessment dictate to which programs inmates are to be recommended while informing the creation of a Personalized Program Plan.

No recommendation: incomplete program recommendations due to an inmate obtaining an early release via parole, or being transferred before a recommendation can be completed at one's prior facility.

Participated: outcome issued when an inmate participates in a program, but does not complete the program.

Participation Rate: the sum of the Completed and Participated.

Program Engagement Strategy (PES): a balanced approach of incentives and consequences intended to increase program participation and decrease refusals and terminations. PES has been adopted at MCI-Concord, MCI- Norfolk, MCI-Shirley, and NCCI-Gardner.

Program Override Entry: when an inmate does not score moderate or high risk in 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 inmate can benefit from participating in such a program.

Refused: outcome issued when an inmate refuses to participate in programming.

Risk Assessment: tool utilized by the MA DOC to identify inmates who are moderate or high risk to reoffend and to identify those who are eligible for further assessment regarding one's criminogenic needs.

Substance Use Need: inmates who score between 3 and 10 on their needs assessment for substance abuse need area, or score High on the Texas Christian University Drug Screen-II (TCUD-II), or Mild Disorder, Moderate Disorder, or Severe Disorder on the TCUD-V.

Substance Use Total Number Eligible: the sum of inmates with a substance use need, and those with a program override entry.

Violence Reduction Program: a program targeting cognitions which contribute to violent behavior. The goal of the program is 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.

Waitlist: outcome issued for inmates who have yet to enroll in programming.

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